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

Submitted by The John Price Jones Corporation
August 27, 1925
SCHEDULED PROGRAM OF ORGANIZATION AND PUBLICITY
WITH BUDGET
FOR THE UNIVERSITY OF CHICAGO CAMPUS
September 7, 1936 - June 30, 1937

Chartered by the State of Illinois
Governing Board

SECTION I

PRESENT STATUS OF CAMPAIGN

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

SECTION II

HIGHLY ORGANIZED PUBLIC APPEAL NECESSARY

It is assumed that the contributions of the Trustees are complete, that it is at present inadvisable to conduct a general undergraduate campaign, and that an additional $540,000 is the maximum to be raised from the alumni. It
is, therefore, obvious that the $10,460,000 to complete the Fund must come through an appeal to the public. To raise that amount the following organization is suggested:

SECTION III

SUGGESTED CAMPAIGN ORGANIZATION

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

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

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

Each is described in order below:

I. SPECIAL GIFTS CAMPAIGN

Dr. Aitchison and Mr. Moulds are in charge of all Special Gifts work, operating with the Trustees Committee and the Alumni Special Gifts Committee. They have been
In general, it seems wise to retain the organization as it now is with a gradual move toward the formation of a General Committee with the Committee on Development to serve as a General Committee. The Committee is formed by the Executive Committee and the Board of Directors. The exact relation of the latter to the Executive Committee is not definitely arranged. The organization of the executive committee is of the utmost importance and many opportunities for further development are available. The main divisions of the Committee for the next six months may be as follows:

I. Special Sub-Committee
II. General Sub-Committee
III. Administrative Committee

The formation of this organization is in charge of the Executive Committee.
assisted by five clerks, including the two employed on lists. It is recommended that this work, which has concentrated on prospects of relatively large means, continue without interruption on the ample lists available at Headquarters. It may later appear wise to merge the activities of this department into the general city campaign, but the early Fall can be used to advantage for a vigorous prosecution of the many cases which are now "alive". The aim should be, first, to raise at least $700,000 in the form of unrestricted endowment, which, with the $540,000 from the Alumni Campaign, will more than clinch the General Education Board gift, and add as much as possible toward the $10,460,000 building fund. This effort should get under way immediately after Labor Day. At that time a list of 1600 select names will be available, about 1,000 having been added during the summer. In addition, the master file now numbers about 15,000 names.

II. GENERAL PUBLIC CAMPAIGN

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

The following organization for a general city campaign is suggested:

A. Citizens Committee

Composed of at least 100 (and preferably more) of the leading and representative men and women of Chicago and vicinity,
the chairman to be a man of outstanding leadership, whose invitation to citizens to serve on the committee would not be likely to be refused. To include in membership all the University Trustees. This committee will be largely honorary, but its membership is calculated to impress the public with the importance and size of the undertaking.

B. General Executive Committee.

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

C. SPECIAL GIFTS COMMITTEE

Composed of about 25 of the wealthier citizens of Chicago, the chairman to be a member of the Execu-
tive Committee. To have a full-time paid secretary. It will probably be desirable to merge the present Trustees and Alumni Special Gifts Committee into this committee. It will be the function of this committee to solicit and obtain the larger gifts from the wealthier prospects. The University of Pittsburgh divided its Special Gifts Committee into three divisions--individual, industrial, and commercial--with definite quotas for each division, the latter two being especially successful in obtaining large gifts from corporations. This procedure might well be adopted by Chicago.

D. COMMITTEE ON LISTS AND INTERESTS

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

E. COMMITTEE ON COMMUNITY CO-OPERATION (CITY)

Composed of 10 members, each of whom would be in charge of one of the following divisions:
1. Division of Art
2. Division of Business Men
3. Division of Education
4. Division of the Church
5. Division of Labor
6. Division of Clubs and Fraternities
7. Division of Patriotic and Historic Societies
8. Division of Professional Interests
9. Division of Sports and Athletics
10. Women's Division

(* Would have a full-time paid secretary)

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

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

2. Division of Business Men
   a. Advertising
   b. Amusements

(It should be possible to make an arrangement whereby the theatres and moving picture houses would donate their gross receipts on one day to the Development Fund.)
c. Bankers and Brokers  
d. Book Publishers  
e. Civic  
f. Crockery  
g. Department Stores  
h. Drugs, Chemicals, Paints  
i. Electrical (Including public utilities)  
j. Florists  
k. Furniture  
l. Hardware, Metals & Allied Trades  
m. Insurance  
n. Iron and Steel  
o. Jewelry  
p. Lumber  
q. Magazines  
r. Millinery  
s. Mining  
t. Music Trades  
u. Newspapers  
v. Office Appliances  
w. Oil  
x. Printing  
y. Radio  
z. Real Estate, Hotels and Builders  
aa. Steam and Coal  
bb. Railroads and Express  
c. Steamships and Docks  
dd. Textiles  
 ee. Leather  
 ff. Packers  
gg. Mail Order Houses  
 hh. Tobacco Houses  

(List to be supplemented, if necessary)

3. **Division of Education**

Sub-organization to be determined.

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

4. **Division of the Church**

Sub-organization to be determined.

(At least in the University district).
5. Division of Labor
   Sub-organization to be determined.

6. Division of Clubs and Fraternities
   (List to come)

7. Division of Patriotic and Historic Societies
   Sub-organization to be determined.

8. Division of Professional Interests
   a. Doctors
   b. Dentists
   c. Engineers
   d. Lawyers

9. Division of Sports and Athletics
   a. Baseball Clubs
   b. Yacht Clubs
   c. Automobile Clubs
   d. Golf Clubs

10. Women's Division
    a. Organization Committee
    b. Advisory Committee
    c. Speakers Committee
    d. Reception Committee
    e. Gifts Committee

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

F. COMMITTEE ON COMMUNITY CO-OPERATION (SUBURBAN)

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

STATEMENT OF OBJECTIVES

- The Objectives of State and Community

- Participatory and Collaborative

- Participation of Groups and Individuals

- Partnerships and Relationships

PART II

STATEMENT OF POLICY AND STRATEGY

- Objectives
- Policies
- Strategies
- Partnerships

PART III

STATEMENT OF GOALS AND OBJECTIVES

- Economic
- Social
- Environmental
- Cultural

APPENDIX

- Case Studies
- Literature Review
- Data Analysis
- Policy Recommendations

THE COMMITTEE ON COMMUNITY-CENTERED

This committee will consist of a diverse group of representatives from various sectors involved in community development. The committee aims to develop a comprehensive plan that addresses the needs and aspirations of the community. The plan will incorporate the following components:

1. Economic development
2. Social welfare
3. Environmental sustainability
4. Cultural enrichment

The committee will work closely with local organizations, government agencies, and community members to ensure the plan is comprehensive and effective. The plan will be reviewed and updated regularly to reflect changes in the community's needs and priorities.
on a modified scale. There should be one full-time paid secretary for the Suburban Committee.

G. UNIVERSITY COMMUNITY COMMITTEE

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

H. PUBLICITY COMMITTEE

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

I. MISCELLANEOUS

The canvassing will be in two great divisions:

(1) Special Gifts, to cover gifts of $5,000 and more;

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

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

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

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

III. ALUMNI CAMPAIGN

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

A. Rush Medical College Alumni $70,000
B. Alumni of Old University 70,000
C. City Alumni Campaign 200,000
D. Field Alumni Campaign 200,000

$540,000

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

Describing the necessary organization:

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

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

C. The General City Campaign will follow the lines of the successful campaign of last spring under the direction of the Steering Committee, of which Mr. McNair is chairman. That Committee has not yet met to lay detailed plans, but will do so shortly. As with the Old University Campaign, the initial impetus will probably be given at a dinner "to meet President
Mason". All records for this campaign are in excellent shape, and it is hoped that the services of Mrs. McDaniel and Mr. Droese can again be obtained. It is planned to pick up this work where it was dropped in June and push it to a successful conclusion. As about 3,500 alumni subscriptions have been received from the city, there are probably 5,000 prospects of whom 2,500 are "good". The plans of the Steering Committee include "plus subscriptions" as a last resort to complete the $200,000 quota.

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

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

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

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

ACTIVITY IN PERIOD JANUARY 1 - JUNE 30, 1926

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

If that plan were carried out, the chief activity for the following six months would be in cleaning up on the alumni and city campaigns and in establishing Special Gifts and alumni work on a permanent basis. The budget on Page 44 for the period January 1 - June 30 has been drawn on that assumption, but no detailed plan of organization has been drawn. The staff would be substantially as it has been during the past summer. It is assumed that Mr.
ACTIVITY IN PERIOD JANUARY 1 - JUNE 30, 1949

It is estimated that the costs of operating the cooperative for the following year will be approximately $10,000.

The cooperative's main goal is to increase the supply of food to the community. It is anticipated that the cooperative will achieve this goal by exploring new sources of supply.

The cooperative is currently working on a new project to increase the efficiency of food distribution. This project involves developing a new system of transportation to ensure that food is delivered promptly and efficiently.

It is hoped that the cooperative will be able to establish new partnerships with local farmers and suppliers, thus increasing the variety and quality of the food available.

The cooperative is committed to providing fair prices to its members and customers. It is working towards achieving this goal by negotiating better terms with suppliers and by reducing its operational costs.

The cooperative is also exploring opportunities for expanding its membership base, particularly among small farmers and local producers. It is believed that this will help to further increase the cooperative's impact and influence in the community.

In summary, the cooperative is making significant strides towards achieving its goals. With a strong focus on efficiency, sustainability, and community involvement, it is well-positioned to continue to grow and thrive in the years to come.
Smith's office could handle all publicity requirements of the Committee after March 31, when the down-town publicity department would be closed.

It is, however, impossible to predict on what scale it will be thought advisable to conduct the Committee's activity after December 31, 1925, because it is impossible to predict the success of the autumn campaign. The budget for the first six months of 1925 must, therefore, be regarded as merely an estimate on the assumption that the bulk of our task will have been accomplished by December 31, 1925.
PROGRAM OF PUBLICITY
for the
UNIVERSITY OF CHICAGO CAMPAIGN
September 1 to December 31, 1925

Prepared by
The John Price Jones Corporation
August 28, 1925.
PROGRAM OF PUBLICITY
for the
UNIVERSITY OF CHICAGO CAMPAIGN
September 1 to December 31, 1925

Section I
Introductory

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

   A. Alumni Campaign
      a. In the City
      b. Throughout the country
      c. Rush Medical Campaign

   B. Special Gifts Campaign

   C. General Public Campaign

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

Introduction

I. Conduct of Research

The recommendation for the conduct of the research project is as follows:

- Ensure that the research activities are conducted in a manner that respects and promotes the values of the University.

II. Procedure

The procedure for the project will be as follows:

- Follow all relevant guidelines and regulations.
- Regularly update the research progress and findings.
- Ensure transparency and accountability throughout the project.

III. Evaluation

The evaluation of the research will be based on:

- Quality and relevance of the research findings.
- Impact of the research on the field.
- Contribution to the knowledge base.

IV. Funding

The funding for the project will be secured through:

- Grants and subsidies from governmental agencies.
- Collaborations with private entities.
- Crowdfunding initiatives.

V. Conclusion

The conclusion of the project will focus on:

- Summary of the research findings.
- Recommendations for future research.
- Impact of the research on society.

VI. Appendix

A. Data Collection

- Methodology
- Instruments
- Procedure

B. Project Outline

1. General
2. Methodology
3. Results
4. Discussion
5. Conclusion

C. Bibliography

- References to all cited sources.
Section II

Purpose

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

A. Show the service of the University to the City and the Nation.

B. Show the needs of the University and cost of meeting them.

C. Rally the City and certain large givers of the country to meet the needs.

Section III

Theme

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

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

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

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

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

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

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

e. Solution of world problems:

   aa. Control of nature
   bb. Relations between men
   cc. Direction of evolution
Section IV
Program of Publicity

1. Alumni Campaign.

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

B. National Campaign
   a. Small amount of local campaign publicity in the active districts.
   b. Alumni Magazine.
1. October  
2. November  
3. December  

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

d. Workers bulletins  
e. Letters - mail campaign  
1. Letters  
2. Post card with return card containing subscription blank  

f. Radio - at least three nights a week  
g. Motion Pictures  
1. Additional and revised film  
2. News reels  
   A. International  
   B. Pathe  
   C. Fox Film  
h. Pamphlet  
1. On President Burton, appealing for Distinguished Service Professorships.  

C. Rush Alumni Campaign  
a. New Rush pamphlet - illustrated  
b. Medical and campaign newspaper publicity  
1. News  
2. Editorials  
3. Pictures  
c. Medical Magazines.  
d. Alumni magazine  
1. October  
2. November  
3. December  
e. Regular editions of campaign newspaper  
1. September 15  
2. November 15
f. Special Rush edition of Campaign Newspaper
   1. October 15

g. Workers bulletins

h. Letters

i. Radio - at least three times a week
   1. Special medical night to introduce Rush Campaign

j. Motion pictures
   1. Some Rush additions to be made to present film
   2. News reels
      A. International
      B. Pathe
      C. Fox Film

k. Meetings and speakers in Chicago
   1. Rush dinner to introduce Rush Campaign.

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

16. Large Gifts made to American Universities - illustrations of donors.

b. Memoranda

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

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

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

d. General and campaign newspaper material

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

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

g. Trustees or special gifts committee letters for workers
   1. Weekly letters during active period

h. Orchestra Hall Lectures
   1. Weekly lectures up to and through the city campaign

i. Luncheons and dinners
   1. Noon luncheons similar to Vincent luncheons
   2. Dinners to be given by individual members of committee
   3. Teas and luncheons for women

j. Letters
   1. Series to begin at once on various achievements of the University - first to be bound flat

III. General Public Campaign

a. Pamphlets

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

III. The Plan for Development

1. More Case for Trust or Community
2. Promotion of the University's Objects
3. Status of the University's Objectives
4. Development of the University
5. The GUP's Involvement in the University
6. The GUP's Involvement in the University's Objectives
7. Preparation for the GUP's Involvement in the University
8. The GUP's Involvement in the University's Objectives
9. Preparation for the GUP's Involvement in the University
10. The GUP's Involvement in the University's Objectives
11. The GUP's Involvement in the University's Objectives
12. The GUP's Involvement in the University's Objectives
13. Editorial Leaflet
14. Pictorial leaflet showing what the University wants to do.
15. Leaflet to committee members on publicity
17. The Miami report on graduate work

b. General and Campaign newspaper publicity

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

c. Magazines

1. American
2. Liberty
3. Collier's
4. Saturday Evening Post
5. Time
6. Review of Reviews
7. World's Work
8. Literary Digest
9. Outlook
10. Ladies Home Journal
11. Woman's Home Companion
12. Atlantic Monthly
13. Century
14. Nation
15. New Republic
16. Scientific American

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

e. Religious Publications
1. Baptist
2. Continent
3(152,487),(167,510)
4. Moody Bible Institute Monthly
5. Northwestern Christian Advocate
6. Christian Observer
7. Christian Endeavor World
8. Congregationalist
9. Christian Advocate
10. Christian Herald
11. Missions
12. Watchman - Examiner
13. Forward

f. Other Small Publications
1. House organs
2. Theatre programs
3. Movie programs
4. Football programs
5. The hotel leaflet called "This Week in Chicago"
6. Church Calendars
7. Department store publications

g. Workers bulletins

h. Letters - mail campaign

i. Advertising
1. Newspapers - contributed by papers or merchants (full ads or slogans)
2. Theatre programs
3. House organs
4. Street cars

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

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

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

m. Radio - at least three times a week
1. Special Chicago night to open campaign
2. Series of health talks
3. Course on the contemporary novel
4. Course on poetry
5. Course on popular astronomy
6. Art
7. Music
8. Popular Government
9. Religion
10. Biology, evolution and heredity
11. Current events
12. Physical culture and athletic series
13. Vocational talks
14. The drama
15. Diet
16. Business Conditions
17. Current literature
18. The weather
19. Personality
20. Science
21. Conversations with a Philosopher
22. The universe
23. Football
24. Bird and plant life in the Middle West
25. Concerts
26. The stock market
27. Income tax returns
28. Series on the University of Chicago

n. Motion Pictures

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

o. Speakers, lectures, meetings.

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

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

2. Slogans and campaign button
Section V.
Publicity Committee

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

   A. Newspapers
   B. Pamphlets
   C. Campaign newspaper
   D. Speakers, lectures, theatres, churches, schools, etc.
   E. Magazines and trade papers
   F. Advertising
   G. Bill boards and posters
   H. Window displays and exhibits
   I. Features
I. The purpose of the committee is to examine and evaluate the activities of the University and the effects of the activities on the University's goals and objectives.

II. The committee shall meet at least once a month and may meet more frequently as needed.

III. The committee shall consist of representatives from all major divisions of the University.

IV. The committee shall report its findings to the president of the University.

V. The committee shall have the authority to recommend changes in University policies and procedures.

VI. The committee shall have the authority to investigate any University activity that is suspected of being in violation of University policies or procedures.

VII. The committee shall have the authority to take any action necessary to ensure compliance with University policies and procedures.

VIII. The committee shall be responsible for the financial management of the University.

IX. The committee shall be responsible for the educational programs of the University.

X. The committee shall be responsible for the research programs of the University.

XI. The committee shall be responsible for the student activities of the University.

XII. The committee shall be responsible for the administrative services of the University.
Section VI

Publicity Organization Necessary

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

I. Director (H. J. Smith)
   
   A. Assistant for general university newspaper work (Russell Pierce)
   
   B. Assistant for radio work (under consideration)

II. Assistant Director (C. E. Tucker)

   A. Assistant for campaign newspaper work (18 weeks). To have charge of
      a. Campaign newspaper work in Chicago.
      b. Campaign newspaper work outside of Chicago.
      c. Features.
      d. Motion pictures

   B. Assistant for newspaper (10 weeks). To have charge of
      a. Alumni newspaper
      b. Workers bulletins
      c. Letters - mail campaigns

   C. Pamphlet writer (10 weeks) (DrCW) To do
      a. Rush Pamphlet (2 weeks)
b. Germanic Pamphlet (1 week)
c. Pamphlet on President Burton (2 weeks)
d. Ten Great Achievements of the University (3 weeks)
e. Leaflet to Committee members on publicity
f. Handbook for speakers (2 weeks)

D. Pamphlet writer (10 weeks) To do
   a. Large gifts to American Universities (3 weeks)
   b. Series of four-page handbooks of facts (4 weeks)
   c. Leaflet of endorsements (1 weeks)
   d. Canvassers handbook (2 weeks)

E. Pamphlet Writer (10 weeks) to do
   a. Rotogravure Paper (2 weeks)
   b. Broadside in colors (1 week)
   c. Mystic oracle (2 days)
   d. Short memorials book (2 weeks)
   e. Editorial Leaflet (2 days)
   f. Pictorial Leaflet (2 weeks)
   g. Miami Report on Graduate Work (2 weeks)

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

F. Director of meetings and Speakers Bureau (14 weeks)
   To have charge of
      a. Luncheons, diners, and teas
      b. Orchestra Hall Lectures
      c. University lectures
      d. Campaign meetings
      e. Theatres
      f. Churches
      g. Schools
      h. Meetings of clubs and organizations

G. Director of Trade Paper publicity (10 weeks) to have charge of
   a. Trade Papers
   b. Religious publications
   c. House organs
   d. Theatre Programs
   e. Movie Programs
   f. Football Programs
   g. Church Calendars
   h. Club Publications
H. Magazine man (8 weeks)

I. Advertising man (8 weeks) To have charge of
   a. Advertising
   b. Bill boards
   c. Posters

J. Man for window displays (5 weeks)

III. Editor of Alumni Magazine - (A. G. Pierrot)
THE UNIVERSITY OF CHICAGO
COMMITTEE ON DEVELOPMENT

BUDGET

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

The budget may be summarized as follows:

**September 1 - December 31, 1925**

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>$37,870.70</td>
</tr>
<tr>
<td>Special Gifts Campaign</td>
<td>9,780.</td>
</tr>
<tr>
<td>General Public Campaign</td>
<td>24,000.</td>
</tr>
<tr>
<td>City Alumni Campaign</td>
<td>4,840.</td>
</tr>
<tr>
<td>National Alumni Campaign</td>
<td>34,040.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$110,530.70</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PUBLICITY</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>$21,915.</td>
</tr>
<tr>
<td>Special Gifts Campaign</td>
<td>7,535.</td>
</tr>
<tr>
<td>General Public Campaign</td>
<td>19,160.</td>
</tr>
<tr>
<td>Alumni Campaign</td>
<td>7,280.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>55,890.</strong></td>
</tr>
</tbody>
</table>

**Total Estimated Cost September 1 - December 31, 1925**: $166,420.70

**Total Estimated Cost January 1 - June 30, 1926**: 52,835.

**Grand Total Estimated Cost September 1, 1925 - June 30, 1926**: $219,255.70
BUDGET (Continued)

SEPTEMBER 1 - DECEMBER 31 (18 weeks)

ADMINISTRATION OF ORGANIZATION

Rent (7,081 sq. ft. @ $2.10 per foot) x  
$4,956.70

Light
64.

Accounting Staff
(Two clerks 18 weeks;
Four assistants 10 weeks)  
2,000.

Telephone and Telegraph
1,500.

Supplies and Expense
3,500.

Furniture and Fixtures
1,500.

Postage
500.

Multigraph, Mimeo and Hooven
1,000.

Newspapers, Books, Clippings
300.

Alumni Office Expense o
2,100.

Campaign Director
4,500.

Assistant Campaign Director
3,150.

John Price Jones Fee
4,800.

Office Salaries *
6,000.

Contingency
2,000.

TOTAL COST OF ADMINISTRATION OF ORGANIZATION
$37,870.70

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

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

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

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone and Telex</td>
<td>1,000</td>
</tr>
<tr>
<td>Supplies and Expense</td>
<td>800</td>
</tr>
<tr>
<td>Furnishings and Fixtures</td>
<td>800</td>
</tr>
<tr>
<td>Rent</td>
<td>1,000</td>
</tr>
<tr>
<td>Building, Grounds, and Equipment</td>
<td>8,100</td>
</tr>
<tr>
<td>Office salaries</td>
<td>3,000</td>
</tr>
<tr>
<td>Office supplies</td>
<td>2,700</td>
</tr>
<tr>
<td>Sales Expense</td>
<td>5,800</td>
</tr>
<tr>
<td>TOTAL COST OF ADMINISTRATION OF OUR ADVERTISING</td>
<td></td>
</tr>
</tbody>
</table>

It is noted that the opportunity to operate these facilities at the location of the office of the Executive Editor is fully in line with the requirements of the office. The space available is meant to be a main, dry, and comfortable office for the advertising staff. No one who places the office for one-half time work.
ORGANIZATION (Continued)

SPECIAL GIFTS CAMPAIGN*

Salaries

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

Clerical Assistance

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

Correspondence 500.
Travel 1,200.
Contingency 500. $9,780

*Expense considered necessary whether or not city-wide campaign is conducted. In event of city-wide campaign this force would be merged with larger Special Gifts Committee.
### Organizational Campaign (Continued)

**General Public Campaign**

**Salaries**

<table>
<thead>
<tr>
<th>Position</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Five Associate Directors</td>
<td>$11,000</td>
</tr>
<tr>
<td>Ten Stenographers and Typists</td>
<td>4,500</td>
</tr>
</tbody>
</table>

**Stationery and Supplies**

1,500.

**Entertainment**

5,000.

**Contingency**

2,000.  
$24,000.

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

DEPARTMENT REPORTS

<table>
<thead>
<tr>
<th>Date</th>
<th>Report Title</th>
<th>Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/1/00</td>
<td>Quarterly Progress Report</td>
<td></td>
</tr>
<tr>
<td>2/1/00</td>
<td>Monthly Financial Summary</td>
<td></td>
</tr>
<tr>
<td>3/1/00</td>
<td>Quarterly Operations Review</td>
<td></td>
</tr>
<tr>
<td>4/1/00</td>
<td>Annual Budget Analysis</td>
<td></td>
</tr>
<tr>
<td>5/1/00</td>
<td>Semi-Annual Employee Performance</td>
<td></td>
</tr>
<tr>
<td>6/1/00</td>
<td>Quarterly Infrastructure Status</td>
<td></td>
</tr>
</tbody>
</table>

It is noted that the performance of the employees was evaluated in accordance with the company's policies and procedures.
CITY ALUMNI CAMPAIGN

Salaries

Mrs. McDaniel  $420.
Mr. Droege    - - -
Rush Secretary 1,170.
Miss Kossert) 1,000.
Miss Collins) 450.
Stenographer 900.
Additional Clerks (4 for 10 weeks) $3,940.

Correspondence 100.
Entertainment 300.
Contingency 500. $4,840.
ORGANIZATION (Continued)

NATIONAL ALUMNI CAMPAIGN

<table>
<thead>
<tr>
<th>Salaries</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Fuller</td>
<td>$2,250.</td>
</tr>
<tr>
<td>Stenographer @ $30.</td>
<td>540.</td>
</tr>
<tr>
<td>Stenographer @ $25.</td>
<td>450.</td>
</tr>
<tr>
<td>Ten Field men @ $75.</td>
<td>13,500.</td>
</tr>
<tr>
<td></td>
<td>$16,740.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Travel</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Field Men</td>
<td>$13,500.</td>
</tr>
<tr>
<td>General</td>
<td>2,000.</td>
</tr>
<tr>
<td></td>
<td>15,500.</td>
</tr>
</tbody>
</table>

| Entertainment | 500.   |
| Correspondence| 300.   |

<p>| Advance to Local Chairman | 500. |
| Contingency               | 500. |
|                           | $34,040. |</p>
<table>
<thead>
<tr>
<th>Description</th>
<th>Item</th>
<th>Unit</th>
<th>Quantity</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Filters</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Air Filter &amp; Blower</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field Men</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
-40-

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

ADMINISTRATION OF PUBLICITY

Salaries

Mr. Tucker, Assistant Director, @ $225. $4,050.
Mr. Drew, Pamphlet Writer, @ $175. 3,150.
Mr. Blank, Newspaper Man, @ $65. 1,170.
Mr. Barnes, or equivalent, Pamphlet Writer, @ $125. 2,250.
Mr. Van Zant, Alumni Paper, etc. @ $40. 720.
*Memo Writer, 10 weeks @ $125 1,250.
*Pamphlet Man, " " " 1,250.
*Director of Meetings, 14 weeks @ $60. 840.
*Director of Trade Paper Publicity, 10 weeks @ $70. 700.
*Magazine Man, 8 weeks @ $100. 800.
*Advertising Man, 8 weeks @ $100. 800.
*Window display Man, 5 weeks @ $100. 500.
Two stenographers 1,080.
Two typists 800.
Mr. Smith's Office 720.
Russel Pierce, $180. per mo. 490.
Stenographer, 120. " " 225.
V. Wesby 12.50 per wk. 180.
Office Boy 10. " " 100.
Travel, Photos, etc. 100. $21,165.

Correspondence 250.

Contingency 500.

TOTAL COST ADMINISTRATION OF PUBLICITY $21,915.

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

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pictorial Broadside (3,000)</td>
<td>$300.</td>
</tr>
<tr>
<td>Germanic Pamphlet (2,500)</td>
<td></td>
</tr>
<tr>
<td>Postage</td>
<td>100.</td>
</tr>
<tr>
<td>Distribution</td>
<td>25</td>
</tr>
<tr>
<td>&quot;Chicago, the City&quot; (16,000)</td>
<td>2,000.</td>
</tr>
<tr>
<td>Postage</td>
<td>320.</td>
</tr>
<tr>
<td>Distribution</td>
<td>160.</td>
</tr>
<tr>
<td>&quot;Ten Great Achievements&quot; (16,000)</td>
<td>1,200.</td>
</tr>
<tr>
<td>Postage</td>
<td>320.</td>
</tr>
<tr>
<td>Distribution</td>
<td>160.</td>
</tr>
<tr>
<td>Personal Letter (3,000)</td>
<td>500.</td>
</tr>
<tr>
<td>3 Additional Letters</td>
<td>450.</td>
</tr>
<tr>
<td>Reprinting of Present Publications</td>
<td>1,500.</td>
</tr>
<tr>
<td>Contingency</td>
<td>500.</td>
</tr>
<tr>
<td><strong>TOTAL COST SPECIAL GIFTS CAMPAIGN PUBLICITY</strong></td>
<td><strong>$7,535.</strong></td>
</tr>
</tbody>
</table>
PUBLICITY (Continued)

GENERAL CITY CAMPAIGN

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

$19,160.

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

**ALUMNI CAMPAIGN**

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campaign Newspaper (3 issues)</td>
<td>$2,000.</td>
</tr>
<tr>
<td>Mail Campaign</td>
<td></td>
</tr>
<tr>
<td>City (3 mailings, including 1 return postal)</td>
<td>$750.</td>
</tr>
<tr>
<td>National (3 mailings, including 1 return postal)</td>
<td>2,500. 3,250.</td>
</tr>
<tr>
<td>Alumni Office, mailing expense (Campaign Extra)</td>
<td>200.</td>
</tr>
<tr>
<td>Moving Picture Changes</td>
<td>500.</td>
</tr>
<tr>
<td>Rush Pamphlet (6,000)</td>
<td>$600.</td>
</tr>
<tr>
<td>Postage</td>
<td>120.</td>
</tr>
<tr>
<td>Distribution</td>
<td>60.    780.</td>
</tr>
<tr>
<td>Special Rush Letter</td>
<td>250.</td>
</tr>
<tr>
<td>Contingency</td>
<td>500.</td>
</tr>
<tr>
<td><strong>TOTAL COST ALUMNI CAMPAIGN PUBLICITY</strong></td>
<td>$7,280.</td>
</tr>
<tr>
<td>Category / Event</td>
<td>Amount ($)</td>
</tr>
<tr>
<td>------------------</td>
<td>------------</td>
</tr>
<tr>
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<tr>
<td>Total Cost</td>
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</tbody>
</table>
BUDGET (Continued)

JANUARY 1 - JUNE 30, 1926

1. Rent $3,000.
2. Supplies and Expense 2,000.
3. Furniture and Fixtures 1,000.
4. Telephone and Telegraph 800.
5. Printing (2 issues of "Extra") 2,500.
6. Travel 1,000.
7. Entertainment 1,000.
8. Postage 750.
10. Mr. Smith's Office
    Russell Pierce, $180 per mo. $1,080.
    Stenographer, 120 per mo. 720.
    Y. Wesby, 12.50 per wk. 325.
    Office Boy, 10. 260.
    Travel, 100.
    Photos, etc. 100. 2,585.
13. Advances to Local Chairman 300.
16. Campaign Director 6,500.
17. Publicity Salaries
    Mr. Tucker, 13 weeks @ $225. $2,925.
    Stenographer, " @ 25. 325. 3,250.

AMOUNT CARRIED FORWARD $40,485.
<table>
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<tr>
<th>Item</th>
<th>Amount</th>
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<tr>
<td>Room</td>
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<tr>
<td>Supplies and Expense</td>
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<tr>
<td>Printing and Filing</td>
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<tr>
<td>Telephone and Telegraph</td>
<td>$1,000</td>
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<tr>
<td>Principle (S. Issued at &quot;Price&quot;)</td>
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<td>Prevent</td>
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<tr>
<td>Insurance</td>
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<td>Miscellaneous and Necessaries</td>
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<td>NH Office</td>
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<tr>
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<tr>
<td>Stenographers</td>
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<tr>
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<tr>
<td>In. Temporary Fund</td>
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<tr>
<td>In. Property Fund</td>
<td>$500.00</td>
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</tbody>
</table>

 Totals: $9,981.
BUDGET (Continued)

JANUARY 1 - JUNE 30, 1926

Amount brought forward $40,485.

18. **General Salaries**

   Mr. Moulds $3,000.
   Miss Weeks
   Mrs. Schultz
   Miss Deputy
   Miss Mielke
   Miss Evans
   Miss Conklin
   Miss Walther 5,450. 8,450.

19. **Alumni Salaries**

   Executive Secretary @ 125 3,250.
   Stenographer @ 25 650. 3,900.

**TOTAL ESTIMATED COST JANUARY 1 - JUNE 30, 1926** $52,835.
Interoffice Correspondence

To: President Mason
From: R. F. Duncan

Date: September 14, 1925
Subject: "Suggested Program of Organization and Publicity, with Budget"

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

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

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

I shall be glad to have any criticisms or suggestions for improvement of the attached memorandum.
I would like to purchase a copy of "byunsel's Program," which is on display at the University of Chicago's Office of Public Relations. I would also like to purchase a copy of "byunsel's Program." However, the copies are not available at the University of Chicago's Office of Public Relations. The copies are available at the University of Chicago's Office of Public Relations.

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

Submitted by The John Price Jones Corporation
August 27, 1925
SECTION I

PRESENT STATUS OF CAMPAIGN

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

SECTION II

HIGHLY ORGANIZED PUBLIC APPEAL NECESSARY

It is assumed that the contributions of the Trustees are complete, that it is at present inadvisable to conduct a general undergraduate campaign, and that an additional $540,000 is the maximum to be raised from the alumni. It
is, therefore, obvious that the $10,460,000 to complete the Fund must come through an appeal to the public. To raise that amount the following organization is suggested:

SECTION III

SUGGESTED CAMPAIGN ORGANIZATION

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

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

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

Each is described in order below:

I. SPECIAL GIFTS CAMPAIGN

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

II. GENERAL PUBLIC CAMPAIGN

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

The following organization for a general city campaign is suggested:

A. Citizens Committee

Composed of at least 100 (and preferably more) of the leading and representative men and women of Chicago and vicinity,
the chairman to be a man of outstanding leadership, whose invitation to citizens to serve on the committee would not be likely to be refused. To include in membership all the University Trustees. This committee will be largely honorary, but its membership is calculated to impress the public with the importance and size of the undertaking.

B. General Executive Committee.

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

C. SPECIAL GIFTS COMMITTEE

Composed of about 25 of the wealthier citizens of Chicago, the chairman to be a member of the Execu-
tive Committee. To have a full-time paid secretary. It will probably be desirable to merge the present Trustees and Alumni Special Gifts Committee into this committee. It will be the function of this committee to solicit and obtain the larger gifts from the wealthier prospects. The University of Pittsburgh divided its Special Gifts Committee into three divisions—individual, industrial, and commercial—with definite quotas for each division, the latter two being especially successful in obtaining large gifts from corporations. This procedure might well be adopted by Chicago.

D. COMMITTEE ON LISTS AND INTERESTS

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

E. COMMITTEE ON COMMUNITY CO-OPERATION (CITY)

Composed of 10 members, each of whom would be in charge of one of the following divisions:
1. Division of Art
2. Division of Business Men
3. Division of Education
4. Division of the Church
5. Division of Labor
6. Division of Clubs and Fraternities
7. Division of Patriotic and Historic Societies
8. Division of Professional Interests
9. Division of Sports and Athletics
10. Women's Division

(* Would have a full-time paid secretary)

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

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

2. Division of Business Men
   a. Advertising
   b. Amusements

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

1. Μη οικοδομή
2. Αποκλεισμός
3. Υποχροφωσιά
4. Υπολειμάτωση
5. Υπολειμάτωση
6. Υπολειμάτωση
7. Υπολειμάτωση
8. Υπολειμάτωση
9. Υπολειμάτωση
10. Τέλος
c. Bankers and Brokers

d. Book Publishers

e. Civic

f. Crockery

g. Department Stores

h. Drugs, Chemicals, Paints

i. Electrical (Including public utilities)

j. Florists

k. Furniture

l. Hardware, Metals & Allied Trades

m. Insurance

n. Iron and Steel

o. Jewelry

p. Lumber

q. Magazines

r. Millinery

s. Mining

t. Music Trades

u. Newspapers

v. Office Appliances

w. Oil

x. Printing

y. Radio

z. Real Estate, Hotels and Builders

aa. Steam and Coal

bb. Railroads and Express

cc. Steamships and Docks

dd. Textiles

ee. Leather

ff. Packers

gg. Mail Order Houses

hh. Tobacco Houses

(List to be supplemented, if necessary)

3. Division of Education

Sub-organization to be determined.

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

4. Division of the Church

Sub-organization to be determined.

(At least in the University district).
5. Division of Labor
   Sub-organization to be determined.

6. Division of Clubs and Fraternities
   (List to come)

7. Division of Patriotic and Historic Societies
   Sub-organization to be determined.

8. Division of Professional Interests
   a. Doctors
   b. Dentists
   c. Engineers
   d. Lawyers

9. Division of Sports and Athletics
   a. Baseball Clubs
   b. Yacht Clubs
   c. Automobile Clubs
   d. Golf Clubs

10. Women's Division
    a. Organization Committee
    b. Advisory Committee
    c. Speakers Committee
    d. Reception Committee
    e. Gifts Committee

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

F. COMMITTEE ON COMMUNITY CO-OPERATION (SUBURBAN)

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

Supervision to be performed.

DIVISION OF CHIPS

Nomenclature (NIR to come)

DIVISION OF PARTICLES and Multi-Particle Collisions

End-Organisation to be performed.

DIVISION OF PROGRESSIVE INTEREST

D. Defense
E. Education
F. Engineering
G. Research

DIVISION OF APPLIANCES

A. Heads or Chiefs
B. Deputy Chiefs
C. Assistant Chiefs
D. Other Chiefs

TO MAIN DIVISION

Organisation Committee
L. Acquisition
S. Science Committee
R. Research Committee
O. Other Committee

CAREER DEVELOPMENT

The preparation of a career development plan for each employee in the organization shall ensure a proper balance of career development. The advancement of the employee's career is closely linked to the effectiveness of the organization. The success of the employee's career development program contributes to the organization's success.

Committee on Community Co-Operation (SUBMISSION)

The committee will consist of representatives from each department. The purpose of the committee is to coordinate and harmonize the activities of the various departments. The committee will meet on a regular basis to discuss and resolve issues that may arise. The committee's reports and decisions will be communicated to the relevant departments.
on a modified scale. There should be one full-time paid secretary for the Suburban Committee.

G. UNIVERSITY COMMUNITY COMMITTEE

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

Affirming our interest in the University Community on the one hand and in the Community around the University on the other hand, the University Community Committee (UCC) would like to announce its intention to consider the "University Community" as a separate and distinct entity. The UCC seeks to establish a working relationship with other forums and groups interested in the "University Community".

The UCC is composed of representatives from various community organizations, including students, faculty, staff, and local residents. Its primary goal is to foster communication and cooperation between the University and the surrounding community.

The UCC meets regularly to discuss issues affecting the University Community and to explore ways to enhance the relationship between the University and the community. It welcomes participation from all members of the University Community.

The UCC encourages all members of the University Community to participate in its activities and to contribute to its efforts to promote a strong and vibrant relationship between the University and its surrounding community.

For more information, please contact the University Community Committee at: [Contact Information]

The UCC has decided to hold its first meeting on [Date] at [Location]. All members of the University Community are invited to attend.

[Additional information or announcements]

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

H. PUBLICITY COMMITTEE

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

I. MISCELLANEOUS

The canvassing will be in two great divisions:

(1) Special Gifts, to cover gifts of $5,000 and more;

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

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

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

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

III. **ALUMNI CAMPAIGN**

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

- A. Rush Medical College Alumni $70,000
- B. Alumni of Old University 70,000
- C. City Alumni Campaign 200,000
- D. Field Alumni Campaign 200,000

$540,000

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

Describing the necessary organization:

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

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

C. The General City Campaign will follow the lines of the successful campaign of last spring under the direction of the Steering Committee, of which Mr. McNair is chairman. That Committee has not yet met to lay detailed plans, but will do so shortly. As with the Old University Campaign, the initial impetus will probably be given at a dinner "to meet President
The formation of such a council may be described as a "self-help" project by principals. A group of principals met at the headquarters of the National Education Association to discuss the problem of primary education. At this meeting, it was decided to form a council to study the problem of primary education.

Several methods can be attempted to make the council a success. One method is to involve the principals in their own activities. This can be done by giving them a voice in the council's decisions. Another method is to provide the council with the necessary resources to carry out its work. This can be done by providing the council with financial support and access to educational materials.

In conclusion, the formation of such a council may be seen as a positive step towards improving the quality of primary education. It is hoped that this council will be successful in achieving its goals and will serve as a model for other councils to follow.
Mason". All records for this campaign are in excellent shape, and it is hoped that the services of Mrs. McDaniel and Mr. Droge can again be obtained. It is planned to pick up this work where it was dropped in June and push it to a successful conclusion. As about 3,500 alumni subscriptions have been received from the city, there are probably 5,000 prospects of whom 2,500 are "good". The plans of the Steering Committee include "plus subscriptions" as a last resort to complete the $200,000 quota.

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

It is realized that the $200,000 from the field will be the most difficult to raise. To supplement the activ-
un suso. All resources for this conference are in excellent shape, and I have already taken the necessary action to make preparations. It is essential to ensure that we have the best possible conference for all participants.

In addition to a comprehensive schedule, we have planned various activities, including cultural tours and workshops, to make the conference enjoyable and informative.

The conference fee includes all expenses, and we have carefully considered the budget to ensure that it is reasonable and affordable for all participants.

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

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

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

ACTIVITY IN PERIOD JANUARY 1 - JUNE 30, 1926

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

If that plan were carried out, the chief activity for the following six months would be in cleaning up on the alumni and city campaigns and in establishing Special Gifts and alumni work on a permanent basis. The budget on Page 44 for the period January 1 - June 30 has been drawn on that assumption, but no detailed plan of organization has been drawn. The staff would be substantially as it has been during the past summer. It is assumed that Mr.
Smith's office could handle all publicity requirements of the Committee after March 31, when the downtown publicity department would be closed.

It is, however, impossible to predict on what scale it will be thought advisable to conduct the Committee's activity after December 31, 1926, because it is impossible to predict the success of the autumn campaign. The budget for the first six months of 1926 must, therefore, be regarded as merely an estimate on the assumption that the bulk of our task will have been accomplished by December 31, 1925.
PROGRAM OF PUBLICITY
for the
UNIVERSITY OF CHICAGO CAMPAIGN
September 1 to December 31, 1925

Prepared by
The John Price Jones Corporation
August 28, 1925.
PROGRAM OF PUBLICITY
for the
UNIVERSITY OF CHICAGO CAMPAIGN
September 1 to December 31, 1925

Section I
Introductory

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

A. Alumni Campaign
   a. In the City
   b. Throughout the country
   c. Rush Medical Campaign

B. Special Gifts Campaign

C. General Public Campaign

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

1. Establishment of a committee empowered to conduct a comprehensive survey of the state of the art of aeronautics and to examine the feasibility of aeronautics as a field of study.

2. Provision of adequate financial support for the advancement of aeronautics.


4. Encouragement of research and development in aeronautics.

5. Promotion of aeronautics as a profession.

6. Establishment of aeronautical engineering programs in universities.

7. Coordination of efforts among various agencies involved in aeronautics.

8. Establishment of aeronautics as a major field of study.

9. Development of aeronautical literature and resources.

10. Promotion of aeronautics as a career choice.

11. Development of aeronautical technology and equipment.

12. Promotion of aeronautics as a means of transportation.


14. Promotion of aeronautics as a field of study for women.


16. Promotion of aeronautics as a field of study for minorities.

17. Development of aeronautical education programs in secondary schools.

18. Promotion of aeronautics as a field of study for people with disabilities.

19. Development of aeronautical software and tools.

20. Promotion of aeronautics as a field of study for people with special interests.
Section II

Purpose

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

A. Show the service of the University to the City and the Nation.

B. Show the needs of the University and cost of meeting them.

C. Rally the City and certain large givers of the country to meet the needs.

Section III

Theme

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

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

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

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

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

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

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

e. Solution of world problems:

   aa. Control of nature
   bb. Relations between men
   cc. Direction of evolution
Section IV
Program of Publicity

1. Alumni Campaign.

A. City Campaign

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

1. News
2. Editorials
3. Pictures

b. Alumni Magazine

1. October
2. November
3. December

c. Campaign Newspapers

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

d. Workers Bulletins

e. Letters - mail campaign

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

f. Radio - at least three nights a week

g. Motion Pictures

1. Additional and revised film
2. News reels
   A. International
   B. Pathe
   C. Fox Film

h. Pamphlet

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

B. National Campaign

a. Small amount of local campaign publicity in the active districts.

b. Alumni Magazine.
1. October
2. November
3. December

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

d. Workers bulletins

e. Letters - mail campaign
   1. Letters
   2. Post card with return card containing subscription blank

f. Radio - at least three nights a week

g. Motion Pictures
   1. Additional and revised film
   2. News reels
      A. International
      B. Pathe
      C. Fox Film

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

C. Rush Alumni Campaign
a. New Rush pamphlet - illustrated
b. Medical and campaign newspaper publicity
   1. News
   2. Editorials
   3. Pictures
c. Medical Magazines.
d. Alumni magazine
   1. October
   2. November
   3. December
e. Regular editions of campaign newspaper
   1. September 15
   2. November 15
f. Special Rush edition of Campaign Newspaper
   1. October 15

g. Workers bulletins

h. Letters

i. Radio - at least three times a week
   1. Special medical night to introduce Rush Campaign

j. Motion pictures
   1. Some Rush additions to be made to present film
   2. News reels
      A. International
      B. Pathe
      C. Fox Film

k. Meetings and speakers in Chicago
   1. Rush dinner to introduce Rush Campaign.

II. Special Gifts Campaign

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

II. Workshop Presentation

III. Faculty - at least three times a week

IV. Special Guest Lecture - Dr. Johnson

V. Motion Pictures

VI. Implementing New Policies

VII. Faculty and Students in Office

VIII. Special Office Campuses

IX. Memorial Book

X. The University of California in 1940

XI. Special Guest Lecture - Professor Norwood
15. Ten Great Achievements of the University of Chicago

16. Large Gifts made to American Universities - illustrations of donors.

b. Memoranda

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

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

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

d. General and campaign newspaper material

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

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

g. Trustees or special gifts committee letters for workers
   1. Weekly letters during active period

h. Orchestra Hall Lectures
   1. Weekly lectures up to and through the city campaign

i. Luncheons and dinners
   1. Noon luncheons similar to Vincent luncheons
   2. Dinners to be given by individual members of committee
   3. Teas and luncheons for women

j. Letters
   1. Series to begin at once on various achievements of the University - first to be bound flat

III. General Public Campaign

a. Pamphlets
   1. The Plan for Development
   2. Men
   3. The Quest for Truth or Curiosity
   4. The Service of the University of Chicago to Chicago
   5. Series of four-page handbooks of facts
   6. Short leaflet of endorsements by prominent Chicagoans
   7. Canvassers Handbook
   8. Ten Great Achievements of the University of Chicago
   9. Retogravure Section to be distributed by news dealers or to be gotten out by Tribune
   10. Broadside in colors
   11. Mystic Oracle - answers questions by wireless.
   12. Short eight or twelve-page memorials booklet with $1,000 to $1,000,000 memorials.
13. Editorial Leaflet
14. Pictorial leaflet showing what the University wants to do.
15. Leaflet to committee members on publicity
17. The Miami report on graduate work

b. General and Campaign newspaper publicity
1. News
2. Editorials
3. Letters to editors
4. Features
5. Pictures
6. Rotogravure Section of Tribune
7. Cartoons
8. Society News
9. Foreign language papers
10. Neighborhood papers

c. Magazines
1. American
2. Liberty
3. Collier's
4. Saturday Evening Post
5. Time
6. Review of Reviews
7. World's Work
8. Literary Digest
9. Outlook
10. Ladies Home Journal
11. Woman's Home Companion
12. Atlantic Monthly
13. Century
14. Nation
15. New Republic
16. Scientific American

d. Trade Papers

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

e. Religious Publications

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

f. Other Small Publications

1. House organs
2. Theatre programs
3. Movie programs
4. Football programs
5. The hotel leaflet called "This Week in Chicago".
6. Church Calendars
7. Department store publications

g. Workers bulletins

h. Letters - mail campaign

i. Advertising

1. Newspapers - contributed by papers or merchants (full ads or slogans)
2. Theatre programs
3. House organs
4. Street cars

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

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

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

m. Radio - at least three times a week
1. Special Chicago night to open campaign
2. Series of health talks
3. Course on the contemporary novel
4. Course on poetry
5. Course on popular astronomy
6. Art
7. Music
8. Popular Government
9. Religion
10. Biology, evolution and heredity
11. Current events
12. Physical culture and athletic series
13. Vocational talks
14. The drama
15. Diet
16. Business Conditions
17. Current literature
18. The weather
19. Personality
20. Science
21. Conversations with a Philosopher
22. The universe
23. Football
24. Bird and plant life in the Middle West
25. Concerts
26. The stock market
27. Income tax returns
28. Series on the University of Chicago

n. Motion Pictures

1. Additions and revisions of University film, making it a film on the history of Chicago
2. News reels
   A. International
   B. Pathe
   C. Fox Film

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

o. Speakers, lectures, meetings.

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

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

2. Slogans and campaign button
Section V.

Publicity Committee

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

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

Proposed Amendments

The Board of Trustees, in conformance with the provisions of the By-Laws, hereby propose to amend the By-Laws of the University in the following manner:

1. The By-Laws of the Board of Trustees provide for the appointment of the President and other members of the Board of Trustees by the University's constituent councils. It is proposed to amend the By-Laws to provide for the appointment of the President and other members of the Board of Trustees by the University's constituent councils as provided in the By-Laws.

2. The By-Laws of the Board of Trustees provide for the appointment of the President and other members of the Board of Trustees by the University's constituent councils. It is proposed to amend the By-Laws to provide for the appointment of the President and other members of the Board of Trustees by the University's constituent councils as provided in the By-Laws.

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Section VI

Publicity Organization Necessary

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

I. Director (H. J. Smith)

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

II Assistant Director (C. E. Tucker)

A. Assistant for campaign newspaper work (18 weeks). To have charge of
   a. Campaign newspaper work in Chicago.
   b. Campaign newspaper work outside of Chicago.
   c. Features.
   d. Motion pictures

B. Assistant for newspaper (10 weeks)
   To have charge of
   a. Alumni newspaper
   b. Workers bulletins
   c. Letters - mail campaigns

C. Pamphlet writer (10 weeks)
   (Drew) To do
   a. Rush Pamphlet (2 weeks)
Section IV

Public Relations Personnel Necessary

To operate an effective public relations program as part of
Section IV and especially to carry on its activities
suggested in Section VI and especially to carry on an effective
campaign of public information to promote the College Affairs.

At least two will receive a fellowship while conducting this effort.

The duties of this important and important position will be to:

1. Director (R. H. M. Smith)
   - Assistant to Secretary
   - Assistant to Registrar
   - Assistant to Treasurer
   - Assistant to Controller
   - Assistant to Treasurer
   - Assistant to Controller

II. Assistant Director (C. R. Tucker)
   - Assistant to Secretary
   - Assistant to Registrar
   - Assistant to Treasurer
   - Assistant to Controller
   - Assistant to Controller
   - Assistant to Treasurer

To carry out the specific duties of:

1. Work (10 weeks) To train
   - Caldera for newspaper work
   - Clifford for newspaper work
   - Connor for newspaper work
   - Crittenden for newspaper work
   - Emerson for newspaper work
   - Fletcher for newspaper work

2. Work (10 weeks) To train
   - Shaw for newspaper
   - Miller for newspaper
   - Johnson for newspaper
   - Wilson for newspaper
   - Brown for newspaper
   - White for newspaper

3. Work (8 weeks) To train
   - Foster for newspaper
   - Hughes for newspaper
   - Smith for newspaper
   - Lee for newspaper
   - Brown for newspaper
   - Johnson for newspaper
b. Germanic Pamphlet (1 week)
c. Pamphlet on President Burton (2 weeks)
d. Ten Great Achievements of the University (3 weeks)
e. Leaflet to Committee members on publicity
f. Handbook for speakers (2 weeks)

D. Pamphlet writer (10 weeks) To do
   a. Large gifts to American Universities (3 weeks)
   b. Series of four-page handbooks of facts (4 weeks)
   c. Leaflet of endorsements (1 week)
   d. Canvassers handbook (2 weeks)

E. Pamphlet writer (10 weeks) to do
   a. Rotogravure Paper (2 weeks)
   b. Broadside in colors (1 week)
   c. Mystic oracle (2 days)
   d. Short memorials book (2 weeks)
   e. Editorial Leaflet (2 days)
   f. Pictorial Leaflet (2 weeks)
   g. Miami Report on Graduate Work (2 weeks)

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

F. Director of meetings and Speakers Bureau (14 weeks)
   To have charge of
      a. Luncheons, dinners, and teas
      b. Orchestra Hall Lectures
      c. University lectures
      d. Campaign meetings
      e. Theatres
      f. Churches
      g. Schools
      h. Meetings of clubs and organizations

G. Director of Trade Papers publicity (10 weeks) to have charge of
   a. Trade Papers
   b. Religious publications
   c. House organs
   d. Theatre Programs
   e. Movie Programs
   f. Football Programs
   g. Church Calendars
   h. Club Publications
H. Magazine man (8 weeks)

I. Advertising man (8 weeks) To have charge of
   a. Advertising
   b. Bill boards
   c. Posters

J. Man for window displays (5 weeks)

III. Editor of Alumni Magazine - (A. G. Pierrot)
THE UNIVERSITY OF CHICAGO
COMMITTEE ON DEVELOPMENT

BUDGET

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

The budget may be summarized as follows:

<table>
<thead>
<tr>
<th>September 1 - December 31, 1925</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ORGANIZATION</strong></td>
</tr>
<tr>
<td>Administration</td>
</tr>
<tr>
<td>Special Gifts Campaign</td>
</tr>
<tr>
<td>General Public Campaign</td>
</tr>
<tr>
<td>City Alumni Campaign</td>
</tr>
<tr>
<td>National Alumni Campaign</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PUBLICITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
</tr>
<tr>
<td>Special Gifts Campaign</td>
</tr>
<tr>
<td>General Public Campaign</td>
</tr>
<tr>
<td>Alumni Campaign</td>
</tr>
</tbody>
</table>

TOTAL ESTIMATED COST SEPTEMBER 1 - DEC 31, 1925  $166,420.70
TOTAL ESTIMATED COST JANUARY 1 - JUNE 30, 1926  52,835.00
GRAND TOTAL ESTIMATED COST SEPTEMBER 1, 1925 - JUNE 30, 1926  $219,255.70
The following budget has been drawn in two sections:

(1) September 1 - December 31, 1966 (2) January 1 - June 30, 1967

This year's budget has been prepared on the assumption that the greatest effort of the Committee's activity will come in the next two years. The budget may be summarized as follows:

<table>
<thead>
<tr>
<th>Section</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>$40,000</td>
</tr>
<tr>
<td>Special Gift Committee</td>
<td>$20,000</td>
</tr>
<tr>
<td>General Cupola Committee</td>
<td>$10,000</td>
</tr>
<tr>
<td>Gift Virement Committee</td>
<td>$5,000</td>
</tr>
<tr>
<td>Retail Store Virement Committee</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

**BUDGET**

The budget may be summarized as follows:

<table>
<thead>
<tr>
<th>Section</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>$40,000</td>
</tr>
<tr>
<td>Special Gift Committee</td>
<td>$20,000</td>
</tr>
<tr>
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<td>$10,000</td>
</tr>
<tr>
<td>Gift Virement Committee</td>
<td>$5,000</td>
</tr>
<tr>
<td>Retail Store Virement Committee</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

**TOTAL**

The total amount for the year is $100,000.
ADMINISTRATION OF ORGANIZATION

Rent (7,061 sq. ft. @ $2.10 per foot) $4,956.70

Light

Accounting Staff

(Two clerks 18 weeks;
Four assistants 10 weeks) $2,000.

Telephone and Telegraph $1,500.

Supplies and Expense $3,500.

Furniture and Fixtures $1,500.

Postage $500.

Multigraph, Mimeo and Hooven $1,000.

Newspapers, Books, Clippings $300.

Alumni Office Expense $2,100.

Campaign Director $4,500.

Assistant Campaign Director $3,150.

John Price Jones Fee $4,800.

Office Salaries* $6,000.

Contingency $2,000.

TOTAL COST OF ADMINISTRATION OF ORGANIZATION $37,870.70

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

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

o Five girls, office boy, and one half-time worker.
### ADMINISTRATION OF ORGANIZATION

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>1,000.00</td>
</tr>
</tbody>
</table>

*Note: The total cost of administration of the organization is 1,000.00.*
SPECIAL GIFTS CAMPAIGN:

Salaries

Mr. Moulds
Assistant

$2,000.

Clerical Assistance

Mrs. Bemis
Miss Evans
Miss Charny
Mrs. Locke
Miss Conklin
Assistant

1,800.

3,780.

Correspondence

500.

Travel

1,200.

Contingency

$9,780

500.

*Expense considered necessary whether or not city-wide campaign is conducted. In event of city-wide campaign this force would be merged with larger Special Gifts Committee.
GENERAL PUBLIC CAMPAIGN

Salaries

Five Associate Directors $11,000. *
Ten Stenographers and Typists 4,500.

Stationery and Supplies 1,500.
Entertainment 5,000.
Contingency 2,000. $24,000.

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

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1947</td>
<td>First Associate Members</td>
</tr>
<tr>
<td>1950</td>
<td>November Joint Meeting</td>
</tr>
<tr>
<td>1951</td>
<td>November Joint Meeting</td>
</tr>
<tr>
<td>1950</td>
<td>November Joint Meeting</td>
</tr>
<tr>
<td>1951</td>
<td>November Joint Meeting</td>
</tr>
</tbody>
</table>

It is recommended to keep the record of membership for the committee of the campaign.
CITY ALUMNI CAMPAIGN

**Salaries**

<table>
<thead>
<tr>
<th>Name</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mrs. McDaniell</td>
<td>$420.</td>
</tr>
<tr>
<td>Mr. Droegge</td>
<td>-</td>
</tr>
<tr>
<td>Rush Secretary</td>
<td>1,170.</td>
</tr>
<tr>
<td>Miss Koester</td>
<td>1,000.</td>
</tr>
<tr>
<td>Miss Collins</td>
<td>450.</td>
</tr>
<tr>
<td>Stenographer</td>
<td>900.</td>
</tr>
<tr>
<td>Additional Clerks</td>
<td>3,940.</td>
</tr>
<tr>
<td>(4 for 10 weeks)</td>
<td></td>
</tr>
</tbody>
</table>

**Correspondence**

100.

**Entertainment**

300.

**Contingency**

500. $4,840.
ORGANIZATION (Continued)

NATIONAL ALUMNI CAMPAIGN

<table>
<thead>
<tr>
<th>Salaries</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Fuller</td>
<td>$2,250</td>
</tr>
<tr>
<td>Stenographer @ $30/week</td>
<td>540</td>
</tr>
<tr>
<td>Stenographer @ $25/week</td>
<td>450</td>
</tr>
<tr>
<td>Ten Field men @ $75/week</td>
<td>13,500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Travel</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Field Men</td>
<td>$13,500</td>
</tr>
<tr>
<td>General</td>
<td>2,000</td>
</tr>
<tr>
<td>Entertainment</td>
<td>500</td>
</tr>
<tr>
<td>Correspondence</td>
<td>300</td>
</tr>
<tr>
<td>Advance to Local Chairman</td>
<td>500</td>
</tr>
<tr>
<td>Contingency</td>
<td>500</td>
</tr>
<tr>
<td>Item</td>
<td>Amount</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Salaries</td>
<td>$8,650</td>
</tr>
<tr>
<td>Membership</td>
<td>$2,200</td>
</tr>
<tr>
<td>Secretary</td>
<td>$1,000</td>
</tr>
<tr>
<td>Treasurer</td>
<td>$1,500</td>
</tr>
<tr>
<td>New Diary And Article</td>
<td>$75,000</td>
</tr>
<tr>
<td>Travel</td>
<td>$12,800</td>
</tr>
<tr>
<td>Medical Fund</td>
<td>$7,800</td>
</tr>
<tr>
<td>General</td>
<td>$500</td>
</tr>
<tr>
<td>Secretaries</td>
<td>$500</td>
</tr>
<tr>
<td>Correspondence</td>
<td>$500</td>
</tr>
<tr>
<td>Advance to Local Chapter</td>
<td>$500</td>
</tr>
<tr>
<td>Contingency</td>
<td>$500</td>
</tr>
<tr>
<td></td>
<td>$8,476</td>
</tr>
<tr>
<td></td>
<td>$15,000</td>
</tr>
<tr>
<td></td>
<td>$400</td>
</tr>
<tr>
<td></td>
<td>$600</td>
</tr>
<tr>
<td></td>
<td>$281</td>
</tr>
<tr>
<td></td>
<td>$400</td>
</tr>
</tbody>
</table>
THE UNIVERSITY OF CHICAGO
COMMITTEE ON DEVELOPMENT
ESTIMATED BUDGET
SEPTEMBER 1 - DECEMBER 31
ON THE BASIS OF CITY-WIDE CAMPAIGN

ADMINISTRATION OF PUBLICITY

**Salaries**

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

**Correspondence**

250.

**Contingency**

500.

**TOTAL COST ADMINISTRATION OF PUBLICITY**

$21,915.

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

SPECIAL GIFTS CAMPAIGN

Pictorial Broadside (3,000)  $300.

Germanic Pamphlet (2,500)  100.
  Postage                      25.  $425.
  Distribution

"Chicago, the City" (16,000)  2,000.
  Postage                      320.
  Distribution                 160.  2,480.

"Ten Great Achievements" (16,000)  1,200.
  Postage                      320.
  Distribution                 160.  1,680.

Personal Letter (3,000)  500.

3 Additional Letters  450.

Reprinting of Present Publications  1,500.

Contingency  500.

TOTAL COST SPECIAL GIFTS CAMPAIGN PUBLICITY  $7,535.
PUBLICITY (Continued)

GENERAL CITY CAMPAIGN

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

Note: No allowance has been made for a subsidy to the Alumni Magazine, as it is not thought that such an investment would yield a sufficient return at this time.
NOTE: If 10 percent of the total amount of 1,000 is not secured, the
remaining balance for which a security certificate is required may be
secured by a personal or real property assignment, a chattel
mortgage, or other security, as the case may be.
ALUMNI CAMPAIGN

Campaign Newspaper (3 issues) $2,000.

Mail Campaign

City (3 mailings, including 1 return postal) $750.
National (3 mailings, including 1 return postal) 2,500. 3,250.

Alumni Office, mailing expense (Campaign Extra) 200.

Moving Picture Changes 500.

Rush Pamphlet (6,000) $600.

Postage 120.
Distribution 60. 780.

Special Rush Letter 250.
Contingency 500.

TOTAL COST ALUMNI CAMPAIGN PUBLICITY $7,280.
<table>
<thead>
<tr>
<th>Location</th>
<th>Description</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Vancouver</td>
<td>Metropolitan</td>
<td>$250.00</td>
</tr>
<tr>
<td>City of Vancouver</td>
<td>Yaletown</td>
<td>$250.00</td>
</tr>
<tr>
<td>City of Vancouver</td>
<td>Downtown</td>
<td>$250.00</td>
</tr>
<tr>
<td>City of Vancouver</td>
<td>Southside</td>
<td>$250.00</td>
</tr>
<tr>
<td>City of Vancouver</td>
<td>Eastside</td>
<td>$250.00</td>
</tr>
<tr>
<td>City of Vancouver</td>
<td>Westside</td>
<td>$250.00</td>
</tr>
<tr>
<td>City of Vancouver</td>
<td>Northside</td>
<td>$250.00</td>
</tr>
<tr>
<td>City of Vancouver</td>
<td>Central</td>
<td>$250.00</td>
</tr>
<tr>
<td>City of Vancouver</td>
<td>Outside</td>
<td>$250.00</td>
</tr>
</tbody>
</table>

*Note: Rates subject to change.*
BUDGET (Continued)

JANUARY 1 - JUNE 30, 1926

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Rent</td>
<td>$3,000.</td>
</tr>
<tr>
<td>2. Supplies and Expense</td>
<td>2,000.</td>
</tr>
<tr>
<td>3. Furniture and Fixtures</td>
<td>1,000.</td>
</tr>
<tr>
<td>4. Telephone and Telegraph</td>
<td>800.</td>
</tr>
<tr>
<td>5. Printing (2 issues of &quot;Extra&quot;)</td>
<td>2,500.</td>
</tr>
<tr>
<td>6. Travel</td>
<td>1,000.</td>
</tr>
<tr>
<td>7. Entertainment</td>
<td>1,000.</td>
</tr>
<tr>
<td>8. Postage</td>
<td>750.</td>
</tr>
<tr>
<td>10. Mr. Smith's Office</td>
<td></td>
</tr>
<tr>
<td>Russell Pierce, $180 per mo.</td>
<td>$1,080.</td>
</tr>
<tr>
<td>Stenographer, 120 per mo.</td>
<td>720.</td>
</tr>
<tr>
<td>V. Wesby, 12.50 per wk.</td>
<td>325.</td>
</tr>
<tr>
<td>Office Boy, 10. &quot; &quot;</td>
<td>260.</td>
</tr>
<tr>
<td>Travel,</td>
<td>100.</td>
</tr>
<tr>
<td>Photos, etc.</td>
<td>100.</td>
</tr>
<tr>
<td>Total for Mr. Smith's Office</td>
<td>2,585.</td>
</tr>
<tr>
<td>13. Advances to Local Chairman</td>
<td>300.</td>
</tr>
<tr>
<td>16. Campaign Director</td>
<td>6,500.</td>
</tr>
<tr>
<td>17. Publicity Salaries</td>
<td></td>
</tr>
<tr>
<td>Mr. Tucker, 13 weeks @ $225.</td>
<td>$2,925.</td>
</tr>
<tr>
<td>Stenographer,&quot; &quot; @ 25.</td>
<td>325.</td>
</tr>
<tr>
<td>Travel,</td>
<td>3,250.</td>
</tr>
</tbody>
</table>

AMOUNT CARRIED FORWARD $40,485.
JANUARY 1, 1956 - JUNE 30, 1956

- 9,000 - Supplies and Expenses
- 5,000 - Personnel and Fringe
- 1,000 - Telephone and Telegraph
- 8,000 - Printing (S. Jones of "extra")
- 1,000 - Travel
- 800 - Telephone
- 200 - Postage
- 500 - Mimeo, Photostat, and Reports
- 500 - M.S. Staff's Office
- 400 - Housekeeping, Field Work, etc.
- 300 - R. Effectiveness
- 200 - Telephone
- 100 - Telephone
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BUDGET (Continued)

JANUARY 1 - JUNE 30, 1926

Amount brought forward $40,485.

18. General Salaries

Mr. Moulds $3,000.
Miss Weeks
Mrs. Schultz
Miss Deputy
Miss Mielke
Miss Evans
Miss Conklin
Miss Walther 5,450. 8,450.

19. Alumni Salaries

Executive Secretary @ 125 3,250.
Stenographer @ 25 650. 3,900.

TOTAL ESTIMATED COST JANUARY 1 - JUNE 30, 1926 $52,835.
BUDGET (continued)

JANUARY 1 - JUNE 30, 1949

Yours for approval: To be signed.

[Table with columns and rows, indicating budget details]

Note: All figures are in thousands of dollars.

Total Expense: $5,000,000