DIGEST

OF

A SURVEY AND PLAN

FOR THE

UNIVERSITY
OF PENNSYLVANIA
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OF PENNSYLVANIA

Prepared by
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150 Nassau Street
New York City
INTRODUCTION

Showing the changes that are taking place in educational methods and the financing of higher education with the position of the University of Pennsylvania in respect thereto. The University is virtually the only large institution in the East that has not adopted a method of financing based on the support of Alumni and General Public.

PART ONE—THE SURVEY

(Pages 4 to 98, inclusive, of the Survey and Plan.)

A consideration of the University of Pennsylvania from various viewpoints necessary in planning a campaign for funds, as follows:

I. HISTORY AND GROWTH (pages 6 to 9, inclusive, of the Survey and Plan).

II. PURPOSE AND IDEALS (pages 10 to 12, inclusive, of the Survey and Plan).

III. MANPOWER AND PLANT (pages 13 to 17, inclusive, of the Survey and Plan).

IV. PERIODS OF DEVELOPMENT (pages 18 and 19 of the Survey and Plan).

V. SERVICE (pages 20 to 40, inclusive, of the Survey and Plan).

Showing first the service rendered by each of the various schools and departments of the University, and, secondly, a summary showing the service which the University has rendered:

1. To the City.
   
   A. It has provided higher education for the youth of the city in larger measure than all other institutions.
B. It has furnished this education for many years at from one-half to one-third of actual cost.
C. It has returned to the city graduates of its schools and its professional divisions, thus improving the quality of the citizenship, nearly one-third of all its graduates living in Philadelphia.
D. The cultural life of the city has been benefited by the establishment of the Museum and of the various schools and departments whose students and faculties by study and research have added to the sum of human knowledge to a recognized degree.
E. It has, through its standing in the academic world, been the example upon which the educational system of the city has been built up and has inspired the rapid growth of the public school system, especially in the high school development.
F. It has made Philadelphia famous as the seat of one of the great universities of the country.
G. It has brought new blood to the city. Coming here for an education, its graduates have stayed and become leading citizens.
H. It has offered its facilities to the people of the city, outside of the school population, and has shared with them the results of its discoveries.
I. It has gone hand in hand with the various city governments and all projects for civic betterment.
J. Its medical schools have improved public health; its business school has helped business and industry; its Law School has brought improvement in the quality of the bar and judiciary; its scientific schools have helped industry; and its College has offered the Humanities and the Pure Sciences to those preparing for the professions or for a general training for life.
K. Its hospitals and their dispensaries have given a vast amount of free service to the people of the city.

2. To the State.

A. Owing its origin in considerable measure to those who owned the Commonwealth when it was private prop
erty, the University began to serve the State even before its foundation.

B. Its graduates had a prominent part in the events leading up to the organization of Pennsylvania as a State of the Union and have ever since served in leading positions.

C. It offers preference to residents of Pennsylvania in the matter of free scholarships.

D. More than one-half of its graduates are at work within the State.

E. About two-thirds of its students come from within the State and receive an education at far less than cost.

F. Various of its departments were formed with an idea of disseminating the work of the University through the State:
   (a) The extension schools of accounts and finance at Wilkes-Barre, Scranton, Reading and Harrisburg and the one soon to be opened at Williamsport.
   (b) The “Pennsylvania Plan” of extension work of the Graduate Medical School which spreads the advancement in higher medical science among the physicians and surgeons of the State to the benefit of every citizen.
   (c) The training courses for public school teachers, probably 2000 who have been so trained now being engaged in teaching within the state.

G. Cooperation of experts on the faculty with public authorities and private enterprise for the advancement of public matters and industry.

H. Direct contributions to the use of the great natural resources of the state, notably the discovery by a faculty member of the heat-giving properties of anthracite coal.

I. Free instruction for members of various State Departments, notably those engaged in public health work.

J. Summer Schools for residents of the state.

K. Special courses in Highway Engineering by the Department of Civil Engineering.
3. To the Nation.

A. Ten of the fifty-six signers of the Declaration of Independence were graduates.
B. Seven of the fifty-six signers of the Constitution of the United States were graduates.
C. In all ways it has made a notable contribution in men, especially in leadership.
D. Three commanders-in-chief of the United States Army have been graduates.
E. It has trained wholly, or in part, more than 100,000 men during its history since 1740.
F. Its faculty members, in its laboratories, have made many discoveries of national importance, such as by Barton in Botany, Leidy and Cope in Paleontology and Muybridge in moving pictures.
G. It has contributed numerous graduates to positions of public trust.
H. Its college curriculum, adopted in the post-revolutionary period, is the basis for that subsequently used by all institutions of learning in this country.
I. Through its Medical School it has made a greater contribution to medical knowledge and practice than any other institution.
J. In the development of its research work it has been in the forefront of the latest manifestation of educational progress and has helped to broaden the national appreciation of the effect of work of this character.
K. For nearly two centuries it has kept its standards high and has never surrendered to influence of any character that did not intend the public good.

VI. FINANCES (pages 41 to 48, inclusive, of the Survey and Plan).

A consideration of the income and expenditures, the endowment, the methods of financing and the contributions hitherto made to the University. The part dealing with Endowment shows:

The growth of the endowment funds has been slow. In 1913 the amount stood at about $6,500,000. Ten years later, with money worth about half of its pre-war value, the Endowment Fund had reached $13,167,224.76. From the point of view of purchasing power
the University's position on endowment failed to improve in ten years of a period during which other institutions throughout the country secured more than $300,000,000 for endowment of the type under discussion.

The position of the University of Pennsylvania among the educational institutions of the country in respect to endowment is shown in the following table:

<table>
<thead>
<tr>
<th>College</th>
<th>Endowment</th>
<th>Students</th>
<th>Teachers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harvard</td>
<td>$52,958,336</td>
<td>6,357</td>
<td>1,009</td>
</tr>
<tr>
<td>Columbia</td>
<td>41,300,909</td>
<td>11,765</td>
<td>1,210</td>
</tr>
<tr>
<td>Yale</td>
<td>35,764,883</td>
<td>3,789</td>
<td>452</td>
</tr>
<tr>
<td>Chicago</td>
<td>32,054,643</td>
<td>12,745</td>
<td>405</td>
</tr>
<tr>
<td>Leland-Stanford</td>
<td>27,279,571</td>
<td>3,030</td>
<td>315</td>
</tr>
<tr>
<td>Johns Hopkins</td>
<td>22,000,000</td>
<td>1,533</td>
<td>370</td>
</tr>
<tr>
<td>Cornell</td>
<td>19,500,000</td>
<td>5,672</td>
<td>748</td>
</tr>
<tr>
<td>M.I.T.</td>
<td>17,200,000</td>
<td>3,180</td>
<td>382</td>
</tr>
<tr>
<td>University of Rochester</td>
<td>13,101,000</td>
<td>753</td>
<td>69</td>
</tr>
<tr>
<td>Princeton</td>
<td>12,766,650</td>
<td>2,373</td>
<td>260</td>
</tr>
<tr>
<td>Washington University</td>
<td>11,579,834</td>
<td>3,316</td>
<td>381</td>
</tr>
<tr>
<td>University of Texas</td>
<td>10,856,372</td>
<td>5,022</td>
<td>345</td>
</tr>
<tr>
<td>Rice Institute</td>
<td>10,000,000</td>
<td>937</td>
<td>60</td>
</tr>
<tr>
<td>Carnegie Tech</td>
<td>9,506,000</td>
<td>4,200</td>
<td>305</td>
</tr>
<tr>
<td>California University</td>
<td>8,407,775</td>
<td>15,559</td>
<td>1,329</td>
</tr>
<tr>
<td>Vanderbilt</td>
<td>6,800,000</td>
<td>1,395</td>
<td>180</td>
</tr>
<tr>
<td>Brown</td>
<td>6,697,760</td>
<td>1,384</td>
<td>100</td>
</tr>
<tr>
<td>Dartmouth</td>
<td>6,647,497</td>
<td>2,075</td>
<td>169</td>
</tr>
<tr>
<td>Oberlin</td>
<td>6,644,000</td>
<td>1,675</td>
<td>173</td>
</tr>
<tr>
<td>Amherst</td>
<td>6,500,000</td>
<td>525</td>
<td>53</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>6,157,607</td>
<td>7,435*</td>
<td>950*</td>
</tr>
</tbody>
</table>

VII. The Program of the University (pages 49 and 50 of the Survey and Plan).

A statement of the program of the University for the future based upon the position of the Alumni bodies and the declaration of the President and the Board of Trustees, as follows:

1. Further strengthening of relations between alumni and University.
3. The development of scientific research.

* Full time.
4. The development of Bennett College as a college for women along the lines of Radcliffe or Barnard, so that the University will have a college for men and separate and distinct from it, but coördinate with it, a college for women.

5. The physical development of the University in accordance with the Cret Plan and as funds are secured.

6. The development of laboratory facilities.

7. Adoption of an increased salary scale for instructional force.

8. Centralization of administrative units, giving increased time for teaching and research to instructional force.

9. Replacement of worn-out or out-of-date equipment.

10. The completion of a dormitory system for 3500 students.

11. The adoption of an adequate system for disseminating the results of research and the product of faculty and students as a contribution to the sum of human knowledge.

12. The reduction of the number of students in the Wharton School and the School of Education so that housing and classroom space will be in accordance with enrollment.

13. Transforming the Wharton School into a graduate and professional school by requiring at least two years of college work for admission.

14. A definite relationship with the State in the matter of support.

15. Increases to teaching force and equipment in order to keep pace with educational advancement.

16. The betterment of social conditions among the undergraduates and the strengthening of the contact and relationship between undergraduates and the instructional force.

17. Cultivation of the general public with the object of securing support.


19. The development of a permanent system for securing support for the University.

20. To devote the University to making contributions to the intellectual and industrial life of the nation, leaving much of elementary instruction to other institutions existing for that specific purpose.
VIII. Needs (pages 51 to 68, inclusive, of the Survey and Plan).

A presentation of the needs of the University, both those of immediate urgency and those which might be deferred. The needs are presented as representing the views of the Administrative heads, the deans and heads of departments of instruction of the various schools and of the heads of the hospitals and institutes.

(Note.—The statement of needs as here presented should be considered as subject to perhaps material change, in the light of the Educational Survey of the University which has been instituted.)

The needs of the University, as tabulated, are divided into three parts, as follows: (1) General University, covering certain requirements for schools and departments; (2) particular needs of the thirteen schools; (3) hospitals and the Phipps Institute.

1. General University.

A. Endowment.

Immediate: $2,000,000

Deferred: $13,380,000

B. Dormitories.

The dormitory needs of the University probably will always be a matter of difference of opinion, but there is a real need for accommodations for several times the number now taken care of in this way. The system was begun in 1891 and buildings for about 900 have since been erected. The present unit is not yet completed, but plans are in hand for the work. The University looks forward to having dormitories for 3500 men.

C. Classroom Space.

Details are being worked out.

D. Physical Expansion.

The eventual growth and reconstruction of the University along the lines of the Cret Plan involves an enormous expenditure. Owing to the fluctuations in the price of real estate and building costs as well as the possibility of a change in the city plans for the development of the section, it is impossible to make an accurate estimate of costs. It is certain, however, that this expansion would call for not less than $8,000,000.

E. Salary Scale.

The University’s policy in the matter of teaching salaries is an inheritance of twenty years ago and is based on expediency. No general advances
have been made except in 1919, when increases of from 10 to 25 per cent were made to meet the increased cost of living. There have, however, been advances for certain classes, notably instructors, since then, totaling more than the blanket increases noted. However, it should be remembered that in numerous cases, teachers are obliged to do extra work in Extension, Evening or Summer Schools, to secure a living wage, which is not a healthy or desirable condition. The maximum pay for a full professor, except in the Law School, is $6600, the average $4687.30; and for the assistant professor $3300, the average $2636.35. The following table shows the situation at the University in relation to that of other leading institutions:

<table>
<thead>
<tr>
<th>University</th>
<th>Professor</th>
<th>Assistant Professor</th>
<th>Instructor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chicago</td>
<td>$4500-$8000</td>
<td>$2700-$3500</td>
<td></td>
</tr>
<tr>
<td>Columbia</td>
<td>6000-8000</td>
<td>3000-3600</td>
<td>$2000-$2400</td>
</tr>
<tr>
<td>Harvard</td>
<td>6000-8000</td>
<td>3500-4500</td>
<td></td>
</tr>
<tr>
<td>Johns Hopkins</td>
<td>4500-6000</td>
<td>2500-3500</td>
<td>1800-2500</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>3500-5000</td>
<td>2000-3500</td>
<td>1200-1800</td>
</tr>
<tr>
<td>Princeton</td>
<td>5000-6500</td>
<td>2500-3500</td>
<td>1500-2250</td>
</tr>
<tr>
<td>Stanford</td>
<td>4500-7000</td>
<td>2500-3000</td>
<td></td>
</tr>
<tr>
<td>Yale</td>
<td>5000-8000</td>
<td>3000-4000</td>
<td>1500-2500</td>
</tr>
<tr>
<td>Pennsylvania:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maximum</td>
<td>6600</td>
<td>3300</td>
<td>3000</td>
</tr>
<tr>
<td>Average</td>
<td>4687.30</td>
<td>2636.65</td>
<td>1610.80</td>
</tr>
</tbody>
</table>

The question of a salary scale is affected by the location of the University in Philadelphia, and if the salaries paid full professors were brought up to meet present costs, an advance of 16 per cent for this class alone would be necessary. This would call for a minimum salary for full professors of $5500, which would add nearly $200,000 to the University budget and call for an endowment of $4,000,000.

To raise the assistant professors in accordance with this cost would call for a minimum salary of $3000 and would add $71,000 to the budget, calling for an endowment of 1,420,000.
In the same way the instructors would receive a minimum salary of $1867, which would add to the budget $156,000 and would call for an endowment of $3,120,000.

F. PUBLICATIONS.
The establishment of the University Press on an adequate basis would call for the employment of an editor with office assistance and incidental expenses. The development of this activity would depend upon the volume of matter produced. One view holds that a University Press cannot succeed unless it is established as a commercial venture. However, if it were found advisable to run it as a University Department, entirely financed by the University, the sum of $10,000 annually would be needed, calling for a capital sum of 200,000.

G. ADMINISTRATIVE AND OTHER DEPARTMENTS.
The needs of these departments as expressed by the heads are as follows:

(a) Library.
- Purchase of books needed by Faculty and others: 415,000
- Additional help: 205,000
- Binding, mending, etc.: 75,000
- Salary increases: 200,000
- Stack room changes and additions: $250,000

(b) Public Relations.
- Full-time Director, Assistant, clerical help and appropriations for photographs, clippings, etc.: 280,000
- Development of department: 100,000

(c) Physical Education.
- Salaries for instructors and clerical officer to carry out program of training teachers of physical education: 240,000
- Gymnasium, etc., for women: 500,000
- Field house for women: 4,500
- Instructor for women: 50,000

(d) Psychological Clinic.
Covered under needs of College—Psychology Department.

(e) Grounds and Buildings.
- Fireproofing all present buildings: 2,000,000
- Additional inspection service, repairs, maintenance, etc.: 5,000,000
2. Schools.

The following table shows the needs by schools as expressed by the deans. Under the College the needs of the different departments are set forth:

### A. COLLEGE

<table>
<thead>
<tr>
<th>Department</th>
<th>Immediate</th>
<th>Deferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary increases. (Covered in general University needs.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Anthropology.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Addition to staff</td>
<td>$36,000</td>
<td></td>
</tr>
<tr>
<td>Laboratory and experimental room with equipment</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td>Funds for exploration</td>
<td></td>
<td>$100,000</td>
</tr>
<tr>
<td>Visiting lecturers</td>
<td></td>
<td>75,000</td>
</tr>
<tr>
<td>(b) Astronomy.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lecture room, offices and instruction rooms. (Covered in General University needs.)</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Additional equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional help</td>
<td>25,000</td>
<td></td>
</tr>
<tr>
<td>Additions to staff</td>
<td>150,000</td>
<td></td>
</tr>
<tr>
<td>(c) Botany.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New building and equipment</td>
<td>500,000</td>
<td></td>
</tr>
<tr>
<td>Additional staff</td>
<td>400,000</td>
<td></td>
</tr>
<tr>
<td>(d) Philosophy.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classrooms. (Covered in General University needs.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Books</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Instructors</td>
<td>60,000</td>
<td></td>
</tr>
<tr>
<td>Subject</td>
<td>Immediate</td>
<td>Deferred</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------------</td>
<td>----------</td>
</tr>
<tr>
<td>(e) Physics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laboratory building and equipment</td>
<td>$1,500,000</td>
<td></td>
</tr>
<tr>
<td>Additional staff to man new building</td>
<td>500,000</td>
<td></td>
</tr>
<tr>
<td>(f) Psychology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laboratory building and equipment, with quarters for clinic</td>
<td>350,000</td>
<td></td>
</tr>
<tr>
<td>Endowment</td>
<td>250,000</td>
<td></td>
</tr>
<tr>
<td>(g) Zoology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in staff</td>
<td>150,000</td>
<td></td>
</tr>
<tr>
<td>Increased equipment</td>
<td>100,000</td>
<td></td>
</tr>
<tr>
<td>Administrative help</td>
<td>60,000</td>
<td></td>
</tr>
<tr>
<td>(h) Greek</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classrooms. (Covered in General University needs.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>(i) History</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classrooms. (Covered in General University needs.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in staff</td>
<td>120,000</td>
<td></td>
</tr>
<tr>
<td>Office force</td>
<td>80,000</td>
<td></td>
</tr>
<tr>
<td>Equipment and books</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td>Maintenance of collections</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td>Lecturers and fellowships</td>
<td>60,000</td>
<td></td>
</tr>
<tr>
<td>Reorganization of teaching staff</td>
<td></td>
<td>$160,000</td>
</tr>
<tr>
<td>(k) Romance Languages</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classrooms. (Covered in General University needs.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional teachers</td>
<td>80,000</td>
<td></td>
</tr>
<tr>
<td>Phonetics laboratory</td>
<td>5,000</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Additional teachers</td>
<td></td>
<td>850,000</td>
</tr>
<tr>
<td>(l) Mathematics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional instructors</td>
<td>125,000</td>
<td></td>
</tr>
<tr>
<td>Minor equipment</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>(m) English</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classrooms. (Covered in General University needs.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional instructors</td>
<td>600,000</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
<td>25,000</td>
</tr>
<tr>
<td>(n) Geology and Mineralogy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laboratory building and equipment</td>
<td></td>
<td>500,000</td>
</tr>
<tr>
<td>Additional staff</td>
<td>400,000</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>3,500</td>
<td></td>
</tr>
<tr>
<td>Curator and assistant</td>
<td>110,000</td>
<td></td>
</tr>
<tr>
<td>Stenographer</td>
<td>24,000</td>
<td></td>
</tr>
</tbody>
</table>
### (o) Germanic Languages.

<table>
<thead>
<tr>
<th>Classrooms. (Covered in General University needs.)</th>
<th>Immediate</th>
<th>Deferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional instructors.</td>
<td>$45,000</td>
<td></td>
</tr>
<tr>
<td>Office help.</td>
<td>20,000</td>
<td></td>
</tr>
</tbody>
</table>

### B. Education.

<table>
<thead>
<tr>
<th>Double size of Faculty.</th>
<th>1,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment for research.</td>
<td>60,000</td>
</tr>
<tr>
<td>Books for Library.</td>
<td>1,000</td>
</tr>
<tr>
<td>Equipment.</td>
<td>2,000</td>
</tr>
<tr>
<td>Five additional teachers.</td>
<td>350,000</td>
</tr>
<tr>
<td>Three stenographers.</td>
<td>60,000</td>
</tr>
<tr>
<td>Librarian.</td>
<td>40,000</td>
</tr>
<tr>
<td>Demonstration school building.</td>
<td></td>
</tr>
<tr>
<td>Building for school.</td>
<td></td>
</tr>
<tr>
<td>Teaching salaries to man above.</td>
<td></td>
</tr>
</tbody>
</table>

Salary increases. (Covered in General University needs.)

### C. Fine Arts.

<table>
<thead>
<tr>
<th>Increase in staff.</th>
<th>204,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enlarge and alter building.</td>
<td>250,000</td>
</tr>
<tr>
<td>New building, equipment and endowment.</td>
<td>4,000,000</td>
</tr>
</tbody>
</table>

Salary increases. (Covered in General University needs.)

### D. Wharton.

<table>
<thead>
<tr>
<th>Remodel Logan Hall and Hare Laboratories.</th>
<th>204,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional professors.</td>
<td>2,040,000</td>
</tr>
<tr>
<td>Books.</td>
<td>3,000</td>
</tr>
<tr>
<td>Secretary.</td>
<td>1,500</td>
</tr>
<tr>
<td>New building.</td>
<td>1,000,000</td>
</tr>
</tbody>
</table>

Salary increases. (Covered in General University needs.)

### E. Hygiene and Public Health.

<table>
<thead>
<tr>
<th>Four additional teachers.</th>
<th>320,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technician.</td>
<td>24,000</td>
</tr>
<tr>
<td>Permanent equipment.</td>
<td>12,000</td>
</tr>
<tr>
<td>Moving out Department of Health and taking entire building.</td>
<td>50,000</td>
</tr>
</tbody>
</table>

Salary increases. (Covered in General University needs.)

### F. Towne.

<table>
<thead>
<tr>
<th>Building for Research (in common with Moore School).</th>
<th>600,000</th>
</tr>
</thead>
</table>
(a) Civil Engineering.
   Summer Camp........................................ $20,000
   Equipment........................................... 40,000
   Additions to staff................................... 1,000,000

(b) Mechanical Engineering.
   Additions to staff.................................. 1,700,000
   Laboratory and equipment........................... 50,000

(c) Chemistry.
   Laboratory........................................... 1,000,000

   Salary increases. (Covered in General University needs.)

G. Moore.
   Additional space....................................... $125,000
   Additional equipment................................. 75,000
   Additional teachers, etc............................... 400,000
   Research Laboratory (in common with Towne School)

H. Graduate.
   (Note.—Most of the immediate needs of the Graduate School are covered by the College.)
   Additional teachers and equipment in various departments.......................... 1,000,000
   Separate college and staff..................................... 10,000,000
   Salary increases. (Covered in General University needs.)

I. Medicine.
   Anatomical Laboratory.................................. 1,000,000*
   Modernization of equipment........................... 100,000
   Additions to staff..................................... 5,000,000
   Salary increases. (Covered in General University needs.)

J. Graduate School of Medicine.
   Maintenance and modernization of equipment................... 20,000
   Fellowships and additions to staff........................ 3,000,000
   Salary increases. (Covered in General University needs.)

K. Law.
   Additional professors.................................. 400,000
   Library Fund........................................... 120,000
   Library changes......................................... 8,000
   Library assistants...................................... 30,000
   New lighting system..................................... 10,000
   Dormitory and Commons.................................. 1,000,000
   Salary increases. (Covered in General University needs.)

   * $500,000 pledged.
L. **Dental.**

(Needs of this school do not come within purview of
campaign consideration.)

M. **Veterinary.**

Supplies, Equipment, etc. $13,000

Additional teachers 400,000

Salary increases. (Covered in General University
needs.)

Total School Needs $17,185,500

3. **Hospitals and Institutes.**

The needs of the University Hospital, the hospitals of the Graduate School of Medicine and of the Henry Phipps Institute are shown in the following table:

<table>
<thead>
<tr>
<th>A. <strong>University Hospital.</strong></th>
<th>Immediate</th>
<th>Deferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurses Home</td>
<td>$700,000</td>
<td></td>
</tr>
<tr>
<td>Medical wing</td>
<td>650,000</td>
<td></td>
</tr>
<tr>
<td>New Hospital building (tentative)</td>
<td>750,000</td>
<td></td>
</tr>
</tbody>
</table>

| B. **Hospitals of Graduate School of Medicine.**
| Replacement of present Medico-Chi building | 250,000* |
| Complete new Hospital plant and Endowment | $10,000,000 |

| C. **Phipps Institute.**
| Removal to University site. (Covered by sale of present building.) |          |
| Endowment | 1,500,000 |
| Additional income to allow use of wards, additional salaries, etc., of about $14,000 | 280,000 |

Total Hospital and Institute Needs $2,630,000

**SUMMARY OF ALL NEEDS**

1. **General University.**

| A. Endowment | $2,000,000 | $13,380,000 |
| B. Dormitories | 2,500,000 | 10,000,000 |
| C. Classroom Space (tentative) | 1,500,000 |          |
| D. Physical Expansion |          | 8,000,000 |
| E. Salary Increases | 8,540,000 |          |
| F. Publications | 200,000 |          |

G. **Administrative and Other Departments:**

(a) Library $895,000 250,000

(b) Public Relations 280,000 100,000

(c) Physical Education 290,000 504,500

(d) Psychological Clinic

* Plus $800,000 to be applied from sale of present buildings.


<table>
<thead>
<tr>
<th>(c) Grounds and Buildings</th>
<th>Immediate</th>
<th>Deferred</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$7,000,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(f) Houston Club</th>
<th>$58,000</th>
<th>250,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>(g) Women</td>
<td>250,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td>(h) Admissions</td>
<td>40,000</td>
<td>60,000</td>
</tr>
</tbody>
</table>

2. Schools.

<table>
<thead>
<tr>
<th>A. College</th>
<th>5,503,000</th>
<th>2,085,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. Education</td>
<td>1,513,000</td>
<td>9,850,000</td>
</tr>
<tr>
<td>C. Fine Arts</td>
<td>454,000</td>
<td>4,000,000</td>
</tr>
<tr>
<td>D. Wharton</td>
<td>2,248,500</td>
<td>1,000,000</td>
</tr>
<tr>
<td>E. Hygiene and Public Health</td>
<td>356,000</td>
<td>50,000</td>
</tr>
<tr>
<td>F. Towne</td>
<td>4,410,000</td>
<td></td>
</tr>
<tr>
<td>G. Moore</td>
<td></td>
<td>600,000</td>
</tr>
<tr>
<td>H. Graduate</td>
<td>1,000,000</td>
<td>10,000,000</td>
</tr>
<tr>
<td>I. Medicine</td>
<td>1,100,000</td>
<td>5,000,000</td>
</tr>
<tr>
<td>J. Graduate School of Medicine</td>
<td>20,000</td>
<td>3,000,000</td>
</tr>
<tr>
<td>K. Law</td>
<td>168,000</td>
<td>1,400,000</td>
</tr>
<tr>
<td>L. Dental</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M. Veterinary</td>
<td>413,000</td>
<td></td>
</tr>
</tbody>
</table>

3. Hospitals and Institutes.

<table>
<thead>
<tr>
<th>A. University Hospital</th>
<th>2,100,000</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>B. Hospitals of Graduate School of Medicine</td>
<td>250,000</td>
<td>10,000,000</td>
</tr>
<tr>
<td>C. Phipps Institute</td>
<td>280,000</td>
<td>1,500,000</td>
</tr>
</tbody>
</table>

Grand Total of All Needs: $89,029,500

DISCUSSION OF NEEDS

These needs represent a total of $36,368,500 immediate and $89,029,500 deferred. While there has not been sufficient time and opportunity to weigh each item carefully, the statement of needs secured from deans and heads of departments is the expression by each of these men of a definite vision of the work to be done. While they represent a total that at first consideration seems staggering, it should nevertheless be remembered that these men have been making a study of this situation for a long period. The total represents the sum that their judgment and experience show to be required to enable the University to give service as compared with other institutions of its rank or in accordance with the demands of the times.

While, of course, the Trustees must decide the order of the immediate and deferred needs, it should be remembered that the massed requirements of these men are made as a result of immediate contact with the working facilities and with a daily contact with University life which shows its weak points up in a most emphatic way.
As a result of the investigation and study made, the following needs are regarded as most essential in the order in which they are presented:

<table>
<thead>
<tr>
<th>Needs</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anatomy Laboratory (to secure contingent gifts)</td>
<td>$500,000</td>
</tr>
<tr>
<td>Medico-Chi Hospital (balance to assure new building)</td>
<td>250,000</td>
</tr>
<tr>
<td>Classroom Space (tentative)</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Endowment (to cover deficit in operation)</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Salary Increases</td>
<td>8,540,000</td>
</tr>
<tr>
<td>University Press</td>
<td>200,000</td>
</tr>
<tr>
<td>Chemistry Laboratory</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Physics Laboratory</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Research Laboratory for Science</td>
<td>600,000</td>
</tr>
<tr>
<td>Completion of Present Dormitory System</td>
<td>2,500,000</td>
</tr>
<tr>
<td>Medical Wing for University Hospital</td>
<td>650,000</td>
</tr>
<tr>
<td>Nurses Home</td>
<td>700,000</td>
</tr>
<tr>
<td>Psychological Laboratory</td>
<td>350,000</td>
</tr>
<tr>
<td>Public Relations Department</td>
<td>280,000</td>
</tr>
<tr>
<td>Undergraduate Social Development (Houston Hall)</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$20,620,000</strong></td>
</tr>
</tbody>
</table>

IX. RELATIONSHIPS (pages 69 to 94, inclusive, of the Survey and Plan).

Showing the number, distribution, state of mind and organization of the Alumni with facilities which they represent from the campaign viewpoint. A consideration of the general public which the University serves from the same viewpoint.

X. CONCLUSIONS (pages 95 to 98, inclusive, of the Survey and Plan).

On the basis of the facts and circumstances so far considered the following conclusions are reached:

1. That the University of Pennsylvania has an historical relation with education in the United States and especially in the City of Philadelphia and the State of Pennsylvania that entitles it to the highest rank.

2. That the University has, for nearly 185 years, rendered a continuous, broad and far-sighted service to the people of the City, and State that has been approached by no other institution and that the service to the Nation in patriotism, leadership and education has been of the highest character.
DISTRIBUTION OF ALUMNI
UNIVERSITY OF PENNSYLVANIA
UNITED STATES
31,609

ALUMNI LOCATED IN
FOREIGN COUNTRIES 1,417
ALUMNI WITH ADDRESSES UNKNOWN 3,618
TOTAL LIVING ALUMNI 36,692
3. That as a result of its service and historical relationship the University has become an integral part of the educational system of the State and will continue to be, despite its declaration of intention to remain a privately owned and controlled institution.

4. That the service rendered has been based upon a conception of public needs and has been expanded to meet needs in proportion to civil, commercial and educational progress.

5. That the University has rendered service without thought of material advantage and with the intention of reaching all classes of people.

6. That the contribution of the University to public health and morals and to industry by the development of its scientific branches and by the quality of its graduates has created a reputation and a position for it that should be maintained.

7. That the University has never taken sufficient advantage of the reputation it has secured through service and has never properly presented its claims for consideration.

8. That in accordance with its policy in the past the University has now adopted a program for the future that is designed to give the greatest service in the most direct way and with consideration of the educational needs of the country.

9. That this program represents a far-sighted decision and that it anticipates, so far as is possible, educational progress of the future, especially in the City and the State.

10. That this program calls for the expenditure of large sums of money, beyond anything previously contemplated, but that the needs embraced in this program must be met in large part at some time, if the University is to achieve the position of leadership it seeks.

11. That the leadership which the University has enjoyed since its foundation in its administration and its faculties has served to build up a tradition which is essential to greatness in educational institutions.

12. That the service which the University has performed should be brought forcibly to the attention of its alumni and the public so that both will be made to realize the extent to which they have benefited by it.
13. That the service which it plans to give should be set before the Alumni and public so that they will realize that in the future the benefits derived will even surpass those of the past.

14. That the University has made a great impression upon those whom it has served but has never emphasized this fact sufficiently and that consequently its hold upon Alumni and public must be strengthened.

15. That the Alumni and public will respond to the arguments which the University can prevent but that a great deal of educational work must be done before this response will be adequate.

16. That these arguments should be based upon the service rendered in the past and upon the service which the institution proposes to render in proportion as the means are furnished.

17. That the Alumni and the public must be organized along definite lines and with a definite purpose in order that these arguments may be presented to them in the most direct and most forcible way.

18. That the Alumni and the public must be taken into the confidence of the University and made to feel that the results asked for from them must also be largely accomplished through their own activity and interest.

19. That the organization of Alumni and public must be built up upon a campaign basis in order to give unity to the movement.

20. That the basic resources of the University from a campaign viewpoint are invaluable but that they must be added to and expanded so that the movement can assume the size it must have to promise success.
PART TWO—CAMPAIGN ANALYSIS

(Pages 99 to 139, inclusive, of the Survey and Plan)

A study of the situation as set forth, to determine the goal, or amount which should be sought, the possibilities of attaining that goal on the basis of present resources, and the qualitative and quantitative additions to resources which must be made to warrant hope of success.

I. THE GOAL BASED ON AVERAGES (pages 99 to 102, inclusive, of the Survey and Plan).

An actuarial consideration showing that, on the basis of the results in other campaigns, The University of Pennsylvania should seek to raise, on a four year pledge payment basis, $17,729,662, and expect a return in the first year of $4,500,000.

II. THE CAMPAIGN RESOURCES (pages 102 to 109, inclusive, of the Survey and Plan).

A detailed discussion of the Organization and Publicity resources at hand for a campaign with a special reference to—
1. Leadership.
2. Working Personnel for presenting the appeal and asking for funds.
3. The material facilities.

III. THE CAMPAIGN REQUIREMENTS (pages 109 to 115, inclusive, of the Survey and Plan).

A detailed statement of the resources which must be furnished in order to bring the campaign organization to the required size and strength. This shows that 150 prominent individuals will have to be secured for the necessary national committees, that with an Alumni list in excess of 30,000, it will be necessary to develop a list of prospective givers from the General Public totalling from 15,000 to 25,000 and that to cover both groups adequately on the basis of personal solicitation, it will be necessary to enlist in the neighborhood of 2500 workers or canvassers.
IV. THE FIELD OF POTENTIAL SUPPORT (pages 116 to 123, inclusive, of the Survey and Plan).

A discussion of the sources from which the funds may be secured with an estimate of the results to be expected. The amount that might reasonably be expected in the first year is shown in the following table:

<table>
<thead>
<tr>
<th>From</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustees</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Alumni</td>
<td>10,000</td>
</tr>
<tr>
<td>Faculty</td>
<td>100,000</td>
</tr>
<tr>
<td>Undergraduates (Insurance Plan)</td>
<td>250,000</td>
</tr>
<tr>
<td>Medical School Graduates</td>
<td>100,000</td>
</tr>
<tr>
<td>Friends of Hospitals</td>
<td>100,000</td>
</tr>
<tr>
<td>Public</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Foundations</td>
<td>500,000</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$4,460,000</strong></td>
</tr>
</tbody>
</table>

V. INDUCEMENTS TO WORK AND TO GIVE (pages 124 to 126, inclusive, of the Survey and Plan).

The various reasons why the Alumni and the public should take part in a campaign for the University so far as working is concerned, and a presentation of the special inducement which can be offered to potential contributors with special reference to savings which can be effected in making gifts.

VI. EVALUATION OF THE APPEAL (pages 127 and 128 of the Survey and Plan).

A discussion of the strength of the case which the University makes and can make as compared with other institutions in its class which have successfully sought financial assistance.

VII. FAVORABLE AND UNFAVORABLE FACTORS (pages 128 to 132, inclusive, of the Survey and Plan.)

A consideration of the obstacles which will be encountered, leading to the conclusion that the unfavorable elements are in no case unsolvable, but require determination, hard work and the fullest spirit of team play.

VIII. THE CAMPAIGN SPECIFICATIONS (pages 133 to 138, inclusive, of the Survey and Plan).

A discussion of—

1. A name for the campaign specifying "The University of Pennsylvania Endowment Fund."
2. The kind of pledges of contribution which should be adopted with special reference to the desirability of placing promotion work for the University upon a continuing basis.

3. Headquarters.

4. The time of a campaign, recommending that work should be started at once, that provision should be made for securing contributions in 1924 from those desirous of making gifts to be included in the income tax report for this year and that the General Campaign be started after January 1, 1925, with special reference to Alumni University Day in February and University Alumni Day in June.

5. The kind of campaign. Consideration of the facts and circumstances presented leads inevitably to the conclusion that the campaign should be of a character which will emphasize the needs of the University, the reward it has a right to expect on the basis of the service rendered and the determination of the Alumni, trustees and other friends to see that the institution has the means to maintain the position among educational institutions to which it is entitled.

It should be a steady, progressive movement covering specific objectives spread over a definite period of time.

In the first year and to a less extent in the second year, it should be based upon distinctly "campaign methods and psychology." After that it should resolve itself into a movement akin to that represented in the sales and promotion department of a great business corporation with plans for providing a steady increasing revenue from all sources.

A. Organization.

The organization should cover the following fields:
  Alumni:
  Philadelphia.
  Wealthy persons generally.
  Foundations and special cases.
  (a) There should be a national committee to handle Alumni canvassing, with leading Alumni at the helm.
1. The Alumni Committee should have the assistance of local Alumni committees formed on the basis of class representation and with other Alumni organizations used to bring influence to bear on individual members.

(b) There should be a special committee of Trustees, Alumni and others to handle work in Philadelphia, including the solicitation of individuals and business concerns and groups.

(c) There should be a national committee to handle the problems of interesting and soliciting persons of large means, and those thought likely to give in large amounts, throughout the country.

B. Publicity.

The publicity should avoid sensationalism and every line written should have a definite object in view; to increase the good name and prestige of the University of Pennsylvania, to promote loyalty and harmony in the University family and to secure gifts for the general and specific use of the University management.

All campaign material should be prepared by or under the supervision of a campaign publicity director, working under the direction of a National Committee on Publicity. All material must be carefully censored before issued. Because of the complexity of the situation and the variety of the interests involved, great care is necessary in this respect.

In order to collaborate the ordinary work of University publicity and that of the campaign, no material except of a most routine nature, should be issued during the campaign without the knowledge and approval of the campaign publicity department. It is possible that for this period it might be wise to have the campaign department take over all publicity, except that of athletics.
In all publicity work for the campaign, the thought should be to build up a permanent system that can function over a period of years.

IX. Conclusions (pages 138 and 139 of the Survey and Plan).
From the foregoing, the following conclusions are drawn:
1. That the total needs of the University of Pennsylvania are so great, that it would not be wise to seek their total realization at the present time in view of the resources which the institution has.
2. That the goal of the campaign should be to secure a minimum of $2,500,000 and a maximum of $4,500,000 within the next year.
3. That the work should be started at once to organize for a campaign for this amount.
4. That the resources of the institution in leaders, prospects and workers will have to be greatly increased in order to form the organization capable of carrying through the campaign.
5. That the organization formed should be designed to carry on promotion and money-raising activities for the University over a period of years and should have a permanent character.
6. That an educational campaign among Alumni and public is necessary in advance of solicitation of funds, because the University has not told its story adequately and has not made its needs known to a wide enough field.
7. That if the proper appeal is formulated and presented the University is warranted in expecting satisfactory results.
8. That the factors which affect the campaign situation are usually favorable but that they are undeveloped.
9. That if the University is to come up to the average pace set by other institutions in its class an extraordinary amount of preparatory work of the hardest kind must be done.
10. That the publicity activities of the University have not been adequately developed, although the publicity value of the institution is immense.
11. That adequate inducements can be offered to Alumni and to the public, both to give and to work in the campaign.
12. That the campaign can be made a success if all elements in the situation are reconciled.

26
PART THREE—THE CAMPAIGN PLAN

(Pages 140 to 207, inclusive, of the Survey and Plan)

A presentation in detail of the appeal that should be formulated, means of organization and publicity, a tentative operating schedule and a budget showing the approximate cost of a campaign for a twelve months period.

SECTION ONE—THE APPEAL

(Pages 141 to 156, inclusive, of the Survey and Plan)

A discussion of the "goods to be sold" with special reference to Endowment, Salary Increases, Dormitories, Research, Buildings for instructional and hospital purposes, Reconstruction, University Press and Undergraduate Activities.

An itemization of the arguments to be used when asking support of the Alumni and the General Public of City, State and Nation, based in the main upon services rendered and proposed to be rendered.

SECTION TWO—THE CAMPAIGN PLAN

(Pages 157 to 175, inclusive, of the Survey and Plan)

The Plan of Campaign is based primarily upon presenting the story of the University of Pennsylvania to those from whom it is entitled to expect support, in such a thorough and persuasive way as to bring the maximum results in contributions. Secondarily, it is designed to carry this story to all Alumni and to all others upon whose interest and sympathy it has a claim, so that the institution will be not merely understood, but that its reputation will be enhanced and that it will be placed in the position in which, by virtue of its achievements and expressed purposes, it naturally belongs.

The Plan does not provide merely for the formation of a large organization which will execute a specific piece of work and then evaporate. It intends to provide for the carrying out of an essential activity on a permanent basis. Out of the campaign organization should grow a perhaps smaller, but no less important organization that will, as long as is necessary, carry on promotion work for the University and especially cultivate the spirit of giving among the Alumni and other friends of the institution.

The Plan involves the formation of a number of committees, acting under the direction of a permanent group at present designated
as the University of Pennsylvania Endowment Fund, Incorporated, the officers and directors of which are to be appointed by the Board of Trustees of the University or in some other manner to be decided. This is to be the permanent organization under which, presumably, future activity of this character will be carried on.

From this point, the organization specified resembles in general that used in other large university campaigns. This is felt to be necessary so that the campaign may have as broad a charter as possible. It is not necessarily to be expected that the methods of organization will be carried out precisely as set forth. They will naturally have to be adjusted to conditions as they are found to exist. Special circumstances will be encountered here as they have been in every other campaign, and it is essential that those who undertake the direction of the campaign should have the fullest possible latitude so long as they adhere to the fundamental principles of such work.

The purpose of the Plan is to fix a method as a result of which every individual upon whom the University has any claim, whether he is an Alumnus or not, will be asked to make a contribution on the basis of a properly formulated and presented statement of the needs of the institution.

Throughout the country the campaign organization will be based upon the Associated Pennsylvania Clubs with local campaign committees to be appointed and to carry out the directions of the Executive Chairman and the national committees. The size of the community as to Alumni and other special factors will determine where a separate or local campaign organization will be set up.

Experience has shown that the most direct contact between these local groups and the national committees produces the quickest and best results. Where a community is large enough it may have subcommittees to handle such work as Special Gifts, Lists and Quotas and Publicity. In some cases one man can assume the duties of an entire committee or even more.

In all cases the cooperation of the local club or the nearest club will be sought. Where none exists it will be necessary to form a campaign organization. To carry on this work a small corps of field secretaries will be secured and trained. They will act under the direction of the Executive Chairman and they will be responsible for the creation of a local campaign in every place with enough Alumni to warrant it. It is proposed that pledges made and funds
secured will be transferred direct from local groups to national headquarters.

Full detailed instructions for local campaign work will be prepared and placed in the hands of local leaders. National Headquarters will co-operate in every way, especially in the educational publicity work and will send much material direct to the local prospect. Names of and information about individuals will be furnished to local committees having jurisdiction.

Philadelphia will have to be treated as a special case because of the concentration of Alumni here. A complete plan will have to be worked out after the appointment of the Executive Chairman. Possibilities are conducting the Philadelphia Alumni canvass by classes, or the division of the city into zones, and solicitation on a geographical basis. In the New York district the entire campaign will be handled by the Pennsylvania Club.

The organization proposed is as follows:

I. National

1. The Board of Trustees.

This group will have full authority in all campaign matters.

A. Functions.

(a) To authorize the formation and incorporation of "The University of Pennsylvania Endowment Fund."

(b) To delegate responsibility for and direction of a campaign to this body.

(c) To receive reports from time to time from the officers of the University of Pennsylvania Endowment Fund, Inc.

(d) To terminate the existence of the Endowment Fund when it believes that it to be necessary or to change the character of that body.

(e) To recommend projects and policies to the Endowment Fund, Inc.

(f) To designate the officers and directors of the Endowment Fund, Inc.

2. The University of Pennsylvania Endowment Fund, Inc.

A. Membership.

The officers and directors appointed by the Trustees of the University shall adopt suitable By-Laws and methods of procedure with the approval of the Trustees including rules for
filling vacancies. It is suggested that the President of the University should be the President, the President of the General Alumni Society, the Vice-President and that the directors shall be chosen from among the heads of Committees active in the campaign work and such others, whether Alumni or not, as display the most interest in and capacity for work in behalf of the University as the movement progresses.

B. Functions.
(a) To appoint an Executive Chairman.
(b) To cooperate with the Executive Chairman in the selection of an Executive Committee.
(c) To receive reports from the Executive Committee as required.
(d) To act as a contact between the Trustees and the Executive Committee.
(e) To keep a close watch on campaign results and activities so as to carry on the work on a permanent basis when the intensive period is terminated.
(f) To sit in a consultative capacity during the intensive period.

3. THE EXECUTIVE CHAIRMAN.
The individual responsibility for the campaign shall rest upon this individual. It is the key position for the organization.

A. Qualifications.
A man holding it should have the following qualifications:
(a) Enthusiasm for the University and for the job.
(b) Experience in that he should be accustomed to executive work and to handling organization and should be reasonably familiar with general campaign methods.
(c) Prestige sufficient to command the confidence of the Alumni and of the public at large.
(d) Leisure in that he should be able to give a fixed amount of time, approximately one hour a day, to the campaign and should be able to do a certain amount of travelling to large centers.
(e) Personality in that he should have magnetism that will lead others to work for him.
B. Functions.

(a) To assume active leadership of the campaign.
(b) To decide points of policy.
(c) To approve campaign expenditures of $500 or less.
(d) To be the public spokesman for the campaign.
(e) To canvass certain special prospects.
(f) To receive reports from other committees and individuals.
(g) To direct the work of organizing the campaign.
(h) To draft workers as necessary.
(i) To direct the canvassing work.
(j) To sign certain campaign letters.
(k) To receive daily reports from the Executive Secretary.
(l) To report to the Executive Committee.
(m) To act as an ex-officio member of all national committees.

4. Executive Committee.

This will be the committee in active charge of the campaign in its preparatory and intensive stages.

A. Membership.

This shall consist of not more than eleven men who shall best represent all elements in the situation, both Alumni and the public, and shall at the same time possess the qualifications of enthusiasm and capacity.

B. Functions.

(a) To decide all points of campaign policy.
(b) To refer policies to the Endowment Fund, Inc., as it may think necessary.
(c) To accept full responsibility for the conduct of a campaign.
(d) To approve campaign expenditures except such as it may wish to refer to the Endowment Fund, Inc.
(e) To set up an Honorary Advisory Committee.
(f) To meet once a week during the campaign and on call of the chairman.
(g) To receive reports from the Executive Chairman.
(h) To make reports to the Endowment Fund, Inc.

5. Treasurer.

Either an individual or a banking institution may serve in this capacity. In either case the name should be sufficiently well known.
to insure to all contributors the proper handling of funds. The individual or institution shall also serve as treasurer of the Endowment Fund, Inc.

A. Functions.
   (a) To handle all pledges.
   (b) To receive all cash contributions.
   (c) To give advice on methods of saving on taxes by campaign gifts.
   (d) To arrange system of recording and acknowledging all subscriptions and collecting payments on pledges.
   (e) To pay bills for the campaign expenses.
   (f) To report to the Executive Committee and to the Executive Chairmen as required.

6. Secretary.
   This individual shall act as secretary of the Endowment Fund, Inc. His functions shall be those set forth in the By-Laws of the Endowment Fund, Inc.

   A. Membership.
   This shall comprise not more than 50 men of national prominence whose association with the campaign will be a guarantee of its character. They shall be well known through City, State and Nation.

   B. Functions.
   (a) To endorse the campaign.
   (b) To lend their names for use in campaign literature and appeals.
   (c) To meet on call, but not less often than once every three months.

   This is a group of men who would be willing to serve as a sort of flying squadron for the Executive Committee.

   A. Membership.
   The size of the membership would depend on the number of men who show that they would be useful in work of various sorts. It might comprise the heads of some of the other committees, important Alumni and outsiders.
B. Functions.
(a) To take up work as the Executive Committee may direct.
(b) To serve as a reservoir of willing and trained personnel from which replacements may be made.
(c) To handle special situations.
(d) To do canvassing in special cases.
(e) To act as a medium for the origination and exchange of ideas beneficial to the whole organization.
(f) To meet at the call of the Campaign Chairman.

9. Professional Assistance.

The Executive Chairman should have at his command professional workers and consultation service.

A. In the case of the John Price Jones Corporation the personal service of Mr. Jones in a consulting capacity will be available to the Campaign Chairman and others as needed.

B. Campaign Director. The Campaign Director representing the John Price Jones Corporation usually serves in the capacity of Executive Secretary to the Executive Committee. He works with and is responsible to the Campaign Chairman and in addition keeps in close touch with the John Price Jones Corporation and the general development of campaign technique. In general his functions are:
(a) To assist the Executive Chairman in every way.
(b) To handle all campaign routine.
(c) To set up the campaign office.
(d) To confer with and advise all national committees.
(e) To work with the field force in solving special problems.
(f) To keep a daily check on campaign progress.
(g) To direct the work of the Publicity Department of the campaign organization.
(h) To receive daily reports from the Publicity Department and the Service Manager.
(i) To make daily progress reports to the Executive Chairman and to the John Price Jones Corporation.

C. Field Secretaries. Probably four will be needed for varying periods in this campaign.
(a) Requirements.

They must have a general acquaintance with the Pennsylvania situation, and if possible previous knowledge of the work. They must possess tact and discretion to a high degree.

(b) Functions.

1. To organize the local units of the campaign.
2. To carry out the directions of the Campaign Director.
3. To report to the Campaign Director.

10. COMMITTEE ON LISTS AND QUOTAS.

This Committee has one of the most difficult jobs in the organization and one of the most important in the preliminary stages. It must accept responsibility for securing adequate lists of prospects with data which will enable workers to approach prospects in the most intelligent way.

A. Membership.

This committee should have not less than five members and the chairman should be a man with a wide knowledge of the University Alumni and of sufficient prominence to command respect and action.

B. Functions.

(a) To approve a plan of handling lists.
(b) To secure correct lists of Alumni.
(c) To supervise the preparation of all lists.
(d) To determine individual, group and local quotas.
(e) To turn over lists to the Committee on Special Gifts, the National Committee on Alumni and other Committees.
(f) To cooperate with local committees on lists and quotas and to outline their work.
(g) To report to the Executive Chairman.

11. NATIONAL COMMITTEE ON SPECIAL GIFTS.

The duty of this Committee is to secure gifts from individuals or groups thought likely to give not less than $1000 to the Campaign.

A. Membership.

This Committee should comprise representatives of all elements of the situation who should be able to furnish infor-
mation as to the giving capacity of individuals of whom they have special knowledge and who besides have the qualifications to seek contributions from these quarters. The Chairman should be a man of the "super-salesman" type, having a wide acquaintance with and knowledge of the habits of persons of wealth. It should have 15 or more members.

B. Functions.
(a) To prepare a plan for the solicitation of special prospects.
(b) To canvass certain special prospects.
(c) To receive and analyze the list of special prospects, prepared by the National Committee on Lists and Quotas.
(d) To gather information about special prospects.
(e) To assign special prospects to Local Committees.
(f) To cooperate with local committees.
(g) To direct the work of local committees.
(h) To report to the Executive Chairman.

12. NATIONAL COMMITTEE ON ALUMNI.
This Committee will have charge of the organization and solicitation of the Alumni of all schools and departments.

A. Membership.
This committee should comprise not less than 15 members under the chairmanship of an Alumnus of the highest standing who can inspire the confidence of the Alumni of all the schools and of the several Alumni organizations.

B. Functions.
(a) Organization.
To organize the Alumni body for campaign purposes along the geographical lines of the Associated Clubs which are based on residence. The method would be to secure from the General Alumni Society, the Departmental Alumni Societies, the Organized Classes, the local Associated Club unit, the Varsity Club and similar groups, recommendations as to the best men for campaign work in the various localities. The next step would be to get these men together and through the field secretaries to organize them into a campaign group charged with the duty of following out the plans for local solicitation. As far as possible the National Committee on
Alumni might use the present organization of the local unit of the Associated Club for this purpose.

(b) Canvassing.
   1. To receive a list of Alumni from the National Committee on Lists and Quotas.
   2. To approve a scheme for canvassing the Alumni.
   3. To assign lists to local committees on Alumni.
   4. To cooperate with local committees in making canvass.
   5. To keep a check on the progress of the local canvass.
   6. To receive reports from local chairman.
   7. To report to the Executive Chairman.

C. Sub-Committees.
   Assisting the National Committee on Alumni with advice and with personnel, should be committees representing the various schools and other groups as follows:
   (a) The Organized Classes.
   (b) The General Alumni Society.
   (c) The Associated Pennsylvania Clubs.
   (d) The Varsity Club.
   (e) The Sphinx and Friars.
   (f) The Fraternities.
   (g) The Council on Athletics.
   (h) The Undergraduate Council.
   (i) The Alumni Societies of the Schools.

   In order to prepare prospects to give a respectful hearing to requests for contributions and to bring the Alumni into line, educational publicity will be necessary in great volume. It will be in charge of:

   A. Publicity Committee.
      (a) Membership.
         It should consist of five men as follows:
         1. A leading newspaper man.
         2. A leading advertising man.
         3. A leading alumnus.
         4. A member of the Faculty.
         5. The secretary of the University.
(b) Functions.

1. To approve the publicity program.
2. To formulate additional necessary policies.
3. To approve all publicity material.
4. To arrange meetings.
5. To furnish speakers.
6. To receive reports from the Publicity Department.
7. To report to the Executive Chairman.

B. Publicity Director.

Working with the Publicity Committee his duties are:

(a) To plan and carry out the campaign publicity.
(b) To prepare copy for all campaign literature and letters.
(c) To supervise the production of all campaign literature.
(d) To prepare copy for newspapers and periodicals.
(e) To make contacts with editors and special writers.
(f) To devise and carry out features.
(g) To cooperate with local publicity chairman.


The Controller will be located at National Headquarters and will be responsible to the Treasurer. His functions are:

A. To represent the Treasurer in routine work of the office, including receiving, recording and acknowledging all subscriptions and in collecting payments on pledges.
B. To order all supplies.
C. To check and pay all bills.
D. To perform all duties of business management.
E. To keep a record of all pledges.
F. To keep a record of all payments.
G. To maintain a complete inventory of all campaign material and to keep office stores.
H. To report to the Treasurer.

15. Service.

A Service Bureau, under the direct supervision of the Campaign Director and headed by a manager, will furnish stenographic and clerical help of all sorts when necessary. The present Duplicating Service may take over part of this work.
A. Functions.
   (a) To handle the card indexes of prospects.
   (b) To handle campaign mail material.
   (c) To take care of campaign correspondence.
   (d) To handle filing.

Note.—A standard practice for the management of the Service Bureau will be prepared by the Campaign Director as soon as the full requirements of the campaign are known.

II. Local

1. Local Committee on Lists and Quotas.
   This is not a canvassing committee. Its purpose is to secure information about prospects, to correct lists of alumni and in general to cooperate with the National Committee on Lists and Quotas.

2. Local Committee on Special Gifts.
   A. Membership.
      The members of this Committee should be men with ability as salesmen and with the best possible knowledge of local conditions and contacts with local alumni.
   B. Functions.
      (a) To cooperate directly with the National Committee on Special Gifts.
      (b) To receive from the National Committee, via campaign headquarters and the Local Chairman, a list of special prospects.
      (c) To canvass the list of special prospects.
      (d) To report to the National Committee on Special Gifts through the local chairman and campaign headquarters.

3. Local Committee on Alumni.
   This is the key committee in the local unit. It should include representatives of all the schools and of other University activities. The chairman of this Committee should be the chairman of all activities for the local unit. He should be selected on the basis of his ability and his acceptability to all groups in the locality. In the larger units there should be committees representing each of the schools and other activities.
A. Functions.

(a) To receive the lists of Alumni from the Local Chairman.
(b) To assign the prospects to workers, according to the school or departmental affiliation.
(c) To receive reports from workers.
(d) To report to the chairman of the National Committee on Alumni.

B. Operation.

The method of operation will be to secure workers on the basis of one worker to each twenty prospects with a group or team leader for each ten workers. In general names should be assigned on the basis of the best contacts. That is a fraternity man should be assigned to solicit other members of the same fraternity and of the same year if possible. The ideal would be for a man to canvass a man of his own school, own class and own fraternity or club.

4. LOCAL COMMITTEE ON PUBLIC CANVASS.

This committee will not be needed in many local units but it must be described as part of the organization system. It will save work to do when there are communities like Harrisburg, Reading, etc., which have benefited by the University's service and might be willing to contribute outside of the alumni activity there. The membership, however, would be made up largely of Alumni with certain additions from parents of students. It would also handle Hospital Special Campaigns or a Philadelphia Campaign.

5. LOCAL PUBLICITY CHAIRMAN.

This representative of the National Committee on Publicity should be local newspaper man if there is one who is an Alumnus and if not a man with good newspaper contacts. In large communities he will require the aid of a committee.

A. Functions.

(a) To cooperate with the National Committee on Publicity.
(b) To arrange for the distribution of campaign literature.
(c) To secure newspaper notice of the progress of the local campaign.
(d) To arrange for local features, meeting, speakers and similar campaign activities.
(e) To distribute material for the National Committee on publicity.

(f) To report to the National Committee on Publicity and the Local Chairman.

6. CAMPUS CAMPAIGN COMMITTEE.

Whether or not it turns out to be wise to have a formal campaign among undergraduates and faculty, the activities of a Committee representing all groups on the campus would be helpful to the general situation. If necessary it would canvass any part of the campus family.

SECTION THREE—PUBLICITY

(Pages 176 to 191, inclusive, of the Survey and Plan)

A presentation of the means and methods which must be practiced to put the University's case with the necessary force and persuasion before those who are expected to furnish the work and the money showing:

I. PURPOSE. It is necessary, therefore, in the present case to indicate the aim and the purpose of the campaign publicity in advance of outlining the material which will be required.

1. Educational.

A. Alumni.

(a) To correct the unfavorable "state of mind" which exists in certain quarters.

(b) To give full information about the campaign and its objectives.

(c) To give complete information about the plans and purposes of the University as to—

   1. State aid.
   2. Educational policy.

(d) To show the necessity for the formation of a campaign organization composed of all units of the University.

(e) To show the service which the University has rendered and is proposing to render.

(f) To correct the belief that the University is rich and for that reason hasn't called upon its Alumni before.
(g) To show that the present administration is deserving of the trust and support of the Alumni.
(h) To develop the appeal as set forth in Section One and to broadcast it.
(j) To train all campaign workers and to sustain their morals.

B. Public.
(a) To develop the Appeal and to broadcast it.
(b) To tell the story of the service which the University has rendered and to make it understood.
(c) To create appreciation of the asset which the City, State and Nation possess in the University.
(d) To stir up general interest in the development of research and in general educational progress.
(e) To correct the impression that the University has directed its attention to physical expansion instead of intellectual growth.

2. Fund Raising.
A. To show the University's needs.
B. To show that the needs are not extravagant but are based upon the desire to render increased service.
C. To indicate the reasons for supporting the University.
D. To induce special results by the statement of special ways in which needs can be satisfied.
E. To point out how personal gratification will result from meeting certain needs.
F. To demonstrate the direct benefit to industry and social life that will result from certain designated contributions.
G. To solicit gifts and bequests.

II. The Method, or various media, through which the message would be carried.

III. The Material to be used, including—
1. Newspaper and magazine articles.
2. Literature such as pamphlets and letters.
3. Data for special prospects.
4. Motion pictures.
5. Speaking.
SECTION FOUR—OPERATING SCHEDULE

(Pages 192 to 200, inclusive, of the Survey and Plan)

A tentative operating schedule covering a period of twelve
months and showing the progress that should be made by time units
in the various divisions of the work.

SECTION FIVE—THE CAMPAIGN BUDGET

Estimated necessary expenditure for one year

(Pages 201 to 207, inclusive, of the Survey and Plan)

In drawing up this budget the general experience of the John
Price Jones Corporation in various campaigns has served to fix the
various items except in cases where the exact cost was known.
Special reference was also had to the expenses of the Harvard Cam-
paign and of the more recent Northwestern Campaign.

There will be many changes and perhaps the addition of new
items if unusual situations develop. But the figure set down here
will serve as a guide to those intrusted with the finances of the cam-
paign and will clearly indicate the limits within which expenditures
should fall. It will be possible to effect savings in some items by the
increase of volunteer service and by special accommodation on the
part of business friends of the University. However, no saving
should be contemplated that does not provide for smoothness of
operation and equal effectiveness of results. The use of the Uni-
versity Duplicating Service and other service departments would
also lessen or eliminate costs according to the arrangement made.

The figures that follow have been made high in all cases where
an exact estimate or cost was not possible:

I. SALARIES.

<table>
<thead>
<tr>
<th>Position</th>
<th>Rate</th>
<th>Period</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Secretary (see Item XX-2)</td>
<td>52</td>
<td>52</td>
<td>$2,500</td>
</tr>
<tr>
<td>Secretary and Assistant</td>
<td>50</td>
<td>50</td>
<td>$2,500</td>
</tr>
<tr>
<td>Publicity Director (see Item XX-3)</td>
<td>52</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>Controller</td>
<td>40</td>
<td>40</td>
<td>1,600</td>
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<tr>
<td>Alumni Field Agents (4)</td>
<td>75</td>
<td>35</td>
<td>10,500</td>
</tr>
<tr>
<td>Stenographers</td>
<td>25</td>
<td></td>
<td>2,000</td>
</tr>
<tr>
<td>Typists</td>
<td>15</td>
<td></td>
<td>3,500</td>
</tr>
<tr>
<td>Addressograph and Mimeograph Operator</td>
<td>20</td>
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<td>500</td>
</tr>
<tr>
<td>File Clerk</td>
<td>20</td>
<td></td>
<td>800</td>
</tr>
<tr>
<td>Telephone Operator</td>
<td>20</td>
<td></td>
<td>800</td>
</tr>
</tbody>
</table>

Total Salaries............................................. $22,200
II. RENT.
Chargeable against campaign. The purchase of a building for headquarters for the University of Pennsylvania Endowment Fund, Inc., for the General Alumni Society and for the campaign makes it difficult to estimate the amount that can be charged against the campaign. However, the cost should not be over the sum of $2,000.

III. OFFICE SUPPLIES
This includes the ordinary working equipment outside of desks, furniture and equipment. $1,000

IV. FURNITURE AND FIXTURES
This includes typewriters, card equipment for prospects and cabinets for cards of contributors. $800

V. OFFICE EQUIPMENT
This includes typewriters, card equipment for prospects and cabinets for cards of contributors. $1,000

VI. TELEPHONE, TELEGRAPH AND EXPRESSAGE
The necessity for continual and prompt communication with many individuals at a distance necessitates a heavy allowance for this item. $1,500

VII. PRINTING
It is impossible to give a fair estimate of the printing costs until the publicity program is completely outlined. Approximately the material would be as follows:

1. Literature.
   - General pamphlets for Alumni.
   - Major pamphlet for public.
   - Research pamphlet.
   - Financial Facts.
   - Pictorial.
   - Service.
   - Dormitories.
   - Campaign Statement to Alumni.
   - Workers' Handbook.
   - Memorials.

2. Forms, Cards, Letterheads.

3. Publications.
   - Special issue of Pennsylvania Gazette.
   - Workers Bulletin.

VIII. TRAVEL
This provides for the traveling expenses of field workers, campaign committee representatives, speakers, and for bringing local chairmen and others to headquarters, as necessary. It also provides for sending University organizations into the field for publicity and organization purposes at meetings, etc. $6,500
IX. **Entertainment**.......................... $1,200
This provides for dinners, luncheons and meetings for which the expense properly rests upon the campaign.

X. **Postage**................................. 7,000
This includes all expense for mailing out printed material, campaign letters and bulletins and for the vast amount of ordinary campaign correspondence.

XI. **Duplicating Service**................. 1,200
This includes mimeograph, multigraph and Hooven letters.

XII. **Mailing Service**...................... 500
This includes the service required to handle mailings larger than the campaign-office can accommodate.

XIII. **Art Work and Engraving**........... 1,000
This includes the art work and cuts for campaign literature, cuts for newspapers, mats and other material as required.

XIV. **Photographs**.......................... 250
This includes special pictures and additions to the present collection.

XV. **Radio and Motion Pictures**......... 
The excellent facilities already on hand reduce the amount ordinarily necessary here.

XVI. **Campaign Library**.................. 250
This will provide for the newspapers, magazines and books for a small reference library at headquarters.

XVII. **Advances to Local Chairmen**..... 
Local organizations should finance themselves as far as possible but it may be necessary in some cases to underwrite parts of local campaigns.

XVIII. **Publicity General Expense**..... 500
This would provide for a clipping service, for staging features and similar miscellaneous items.

XIX. **Contingency Fund**.................. 
This will provide for emergencies, losses and other unforeseen expenses.
XX. PROFESSIONAL SERVICES................................................. $30,800

This service is threefold:

1. **Consultative and Advisory**........................................ $10,000
   This provides for the general supervisory and consultative services of the Corporation as exercised through its president and for the full use and development of the statistics, researches and records which have been compiled during the course of more than one hundred campaigns. It also provides for the visits of the president to Campaign Headquarters as required.

2. **Campaign Director**............................................... 11,700
   This provides the constant services of an expert campaign director acting under the supervision of the John Price Jones Corporation and service as the Corporation's representative in the campaign work. He is charged with the duty of putting the campaign plans into effect in collaboration with the campaign officials.

3. **Publicity Director**............................................... 9,100
   This provides the constant services of an expert newspaper and pamphlet writer acting with the Campaign Director and representing the John Price Jones Corporation in the publicity work. Included in his duties will be the formulation and direction of features, meetings, etc.

GRAND TOTAL OF CAMPAIGN EXPENSES........................................ $102,500