A MEMORANDUM ON PUBLIC RELATIONS
AND FUND-RAISING FOR THE
UNIVERSITY OF PENNSYLVANIA.

August, 1945.
INTRODUCTION. The purpose of this memorandum is to set forth an outline of the factors concerned in the public relations and fund-raising of the University of Pennsylvania. This statement is not a definitive plan for both large fields. A detailed plan could be written only after much longer study. In point of fact a really final plan can never be written because problems, needs, and opportunities change, and plans must change and expand with them.

I. PUBLIC RELATIONS. First, what is public relations, why are public relations important, and what are the standards for effective public relations?

1. What is Public Relations? By public relations, as applied to an educational institution, is generally meant the recognition and cultivation within the organization of those virtues and values which become visible externally in the standing of the institution with its workers and its leaders, its students and its alumni, the press and the public. Public relations is neither a cover for shortcomings nor a substitute for good works. Public relations, in the university sense, begins with private relations; it is the character of the University believably expressed. In a sense it is therefore almost synonymous with "reputation." It may be good or bad. It always exists.
2. **What is the Purpose of Good Public Relations?**

The purpose of good public relations is as simple as the Golden Rule. To conduct an institution, both in its largest purposes and its smallest details, according to high standards and generally accepted canons of consideration for those within and without, and to make the facts common knowledge is to make the institution favorably known and to bring to it more and better clientele, greater resources, and increased opportunities for service.

3. **How are Public Relations to be Measured?**

It is difficult to measure the public relations of an institution; they are intangible and relative. One measure is through surveys of opinion. Another, among competitive institutions where monopoly is not present, is through the success of the financial operation.

The quality of an institution's public relations is not to be measured by either the space it gets in the columns of the newspapers or in the publications which it itself issues. One of the schools in this country which has the best of public relations never gets a line in the newspapers and issues no publications - not even a prospectus or catalogue.

Neither is the quality of an institution's public relations to be measured by a few opinions or a few incidents. There are few institutions which think their public relations are good; fewer still are satisfied with their publicity. One competent publicity director who has had
a wide experience directing the publicity in many successful campaigns - but who has the quality of not taking himself or his clients too seriously - is accustomed to hang in the publicity office of the campaign a framed scroll which says "The publicity on this campaign is terrible!" This piece of frankness is disarming to most of his clients and at once sets the stage for a constructive discussion on what can be done about it.

Many educational institutions in Pennsylvania wish that their publicity were as good as that of the University of Pennsylvania. Pennsylvania alumni in New York wish that their institution's publicity were as good as Princeton's. Princeton alumni wish theirs were as good as Yale's. And Yale feels that its publicity leaves much to be desired.

Romeyn Berry recently wrote in the Cornell Alumni News:

"Graduates of all American colleges and universities seem to share the delusion that the accomplishments of their own particular Alma Mater are insufficiently celebrated in the public prints. This unfortunate state of affairs is commonly ascribed, either or both, to (a) a conspiracy on the part of editors and publishers to suppress all legitimate news of Whoozis while opening their columnslavishly to the merest tripe about lesser foundations; or to (b) the complete absence of any understanding of the subtle arts of publicity and public relations on the part of anybody connected with their own institution.

"The Cornell alumnus on his return to Ithaca is pretty apt to start with 'publicity', or to get to it by the third round. We're always sympathetic with the visitor's views, but we'd be even more impressed if we did not know from actual experience that identical views were being expressed at the moment, and with equal sincerity, at Princeton, Palo Alto, Hanover, New Haven, Charlottesvile, and points south."
"Nothing that your reporter could say or do, we know, would serve to assuage the bitterness that weighs down the hearts of our alumni over these matters. But, skipping lightly the question of whether a surging, self-respecting university is helped or hindered by press notices, or their absence, let's run over again some of the points that bear upon this troublesome question.

"The most recent occasion we recall upon which Cornell made the first page of every newspaper in America was when the Sophomores employed chlorine gas in their efforts to break up the Freshman Banquet and failed to do anything more than to kill a very competent colored cook. The bull-fight of 1905 was widely celebrated, and the development of an odorless cabbage at the east end of the Campus a few years ago did not escape the notice of our alert news-gathering agencies. These incidents indicate clearly, I think, that Cornell is quite capable of achieving publicity any time it does something, or says something, or is something that is news.

"There you have, perhaps, the source of our confusion; our failure to distinguish between publicity and news. A good football team doesn't need a press-agent, and the most astute public relations counsel can do nothing for a lousy one. The American railroads spend millions for limited, inside space on which to call attention to the importance of their service to the nation, and then get two columns, free, and on the front page, every time Number 8 piles up across the right-of-way.

"Geographical factors cannot be ignored in the evaluation of news. An Ithaca story worth a column in the Syracuse Post-Standard might be completely ignored by the San Francisco Chronicle, be dismissed with a single sentence in the Detroit Free Press. Conversely, for Stanford or the University of Michigan to rate a column in the Post-Standard, it would be necessary for the Professor of Fine Arts to shoot the Dean of Women in the chapel.

"Institutions of higher learning which ache to get their names in the paper more frequently, in order to smooth down the Alumni Association of Walla Walla, Wash., are just wasting their time, we'd say, in mailing out mimeographed copy, buttering editors, and buying drinks for reporters. To achieve that lofty aim, you've got to do something, or be something, or say something, that's news.

"Nor is there anything in the air of Ithaca itself which tends to stifle all sense of news values. I think that if a university were to seek the advice of the most astute public relations counsel on how to do something that was
news, he might tell it the story of the upstart college
which, beginning life in an abandoned sanitarium with an
unknown resident Faculty and no alumni association what-
ever, made itself front-page news overnight by daring to
assert new ideas, by blazing new trails through the dead-
wood of established customs in higher education, by
proclaiming its freedom from conventional controls, and
thereby drew unto itself the delighted association of a
galaxy of front-page scholars, front-page writers, and
front-page scientists!"

All of this is not to be pessimistic but only realistic.
The encouraging side is that the bigger and better the
institution, the more concerned it is with its public
relations, the more it is willing to look at them object-
ively, and the more it strives to improve them.

II. PUBLIC OPINION SURVEY. Before a finished plan of public rela-
tions for the University of Pennsylvania can be written and directed
at specific objectives, there should be made a survey of public
opinion in regard to the University. Therapy and cure are difficult
without diagnosis first.

Such a survey cannot well be made directly and in a wholesale manner
by mail or by a roving interviewer in the manner of a Gallup Poll
because the groups to be questioned are highly specialized and
because conscious answers to questions might be more tempered than
honest. Such a survey for a university can be done piecemeal, as
the occasion is offered and by a certain sensitivity to such
evidences as are gratuitously offered, or it can be done in a larger
way by experts who have ways of getting the facts they want without
disclosing the identity of the organization chiefly interested.

Following are the groups whose opinion would be of value:
1. Internal Opinion.
   A. Trustees
   B. Faculty
   C. Employees
   D. Students
   E. Alumni in Philadelphia area

2. External Opinion
   A. Other Institutions
      a. Foundations, such as Rockefeller, Carnegie, etc.
      b. Colleges, such as Swarthmore, Haverford, Bryn Mawr, etc.
      c. Universities, such as Harvard, Yale, Princeton, Columbia, Chicago, Johns Hopkins, California, etc.
      d. Schools
      e. Churches
      f. Government
   B. Opinion of the Alumni
   C. Opinion of Parents and Families
   D. Opinion of Contributors
   E. Opinion of the Public
      a. Philadelphia
      b. New York
      c. Elsewhere
   F. Opinion of Business and Industry and Labor
   G. Opinion of Vendors
   H. Opinion of the Press
III. WHAT ELEMENTS OF A UNIVERSITY MAKE FOR EFFECTIVE PUBLIC RELATIONS?

Since public relations and publicity are governed most largely by, and reflect, the whole activity, deportment, and appearance of an institution and are not merely a veneered surface like the cabinet of a radio, public relations begin on the inside. What are the elements of a university which make for effective public relations and publicity? There are too many to attempt to list them all, and it would be only a Utopian program of public relations which could exhaustively encompass them. But a few fundamentals may well be considered as examples.

1. Quality. The most important element in the public relations of an institution is the quality of the institution itself and of its work. Some of the factors contributing to quality are the following:

A. Scholarship of the Faculty. First in importance comes the quality of the teaching and the productive scholarship of the faculty itself. Distinguished teachers and researchers made the University of Chicago and Johns Hopkins great universities overnight and established their reputations before they had plants or large resources. The presence and activities of such men on a faculty not only promote the relationships of an institution with other scholarly societies but also offer opportunities for favorable opinion among the public as well.
It is difficult to measure scholarship, but certain rough approximations may be made from the opinion, for example, of learned societies or of other groups which attempt to make selections. The membership of the National Academy of Sciences furnishes a clue to the distribution of leading men among educational institutions in the fields of mathematics, astronomy, physics, engineering, chemistry, geology, botany, zoology and anatomy, physiology and biochemistry, pathology and bacteriology, and anthropology and psychology. An analysis of the roll of the National Academy of Sciences shows the following distribution of its membership at the present time:

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<th>Institution</th>
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<td>Harvard</td>
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<td>California</td>
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<td>California Institute of Technology</td>
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Thus, in top scientific manpower, the University of Pennsylvania stands in the good company of a dozen and a half of the institutions of higher learning which are the leaders among the thousand or more colleges and universities of the country.

Two comments may be made:

Of the six men of the University who are members, five are in the single field of medicine.

Doubling the number of the University's scientists of Academy calibre would elevate the University, in the above list, from seventeenth place to ninth. If those new members were to be in fields other than medicine, the strength of the University would be greatly broadened.

The National Academy of Sciences includes men who have been members many years as well as a relatively few recent additions; it is therefore pertinent to consider how institutions are currently going forward in the distinction of their younger men.
Are the leading institutions holding their own as older men retire or die and as new men come up from the ranks?

A study of the newly starred men in the volume "American Men of Science", which contains the biographies of some 34,000 natural and exact scientists, helps to answer that question. During the past eleven years "American Men of Science" has added stars to 750 of the men and women represented in the volume, those stars being based on their accomplishment in the opinion of other distinguished men in their fields. Of the 750 who first received stars in one of the three editions published from 1933 to 1944, more than half are identified with seventeen institutions of higher learning, as follows:

"American Men of Science" Who First Received Stars
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It will be noted, therefore, that the analyses of the complete list of the National Academy of Sciences and
of the newly starred names of "American Men of Science" agree with amazing consistency in revealing that new scientists of distinction are distributed in about the same ratio as the elder scientists (with California Tech and Johns Hopkins moving down and Michigan up and the others remaining relatively about the same). Here, again, doubling Pennsylvania's "stars" would move it half way up toward the top of this scale.

It is not as easy to get similar measurements of distinction in the field of the humanities and the social sciences, but Pennsylvania would undoubtedly hold its own, with some exceptions, in those fields.

When one makes a comparison of the University of Pennsylvania's starred "American Men of Science" with those of other institutions in the state of Pennsylvania alone, the result is overwhelmingly in favor of the University:

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<th>Institution</th>
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<td>University of Pennsylvania</td>
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<td>Pennsylvania State College</td>
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<td>University of Pittsburgh</td>
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<td>Swarthmore</td>
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<td>Academy of Natural Sciences</td>
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A reasonable conclusion from these paragraphs is that the national relationships and the opportunities for publicity for the University of Pennsylvania will be strengthened as progress is made in adding other outstanding scholars to the faculty. No one factor would increase the University's national prestige so much as the addition of ten or a dozen outstanding men to its faculty.

B. War Record. As soon as the facts may be revealed, the war records of the universities will create opportunities for a dramatic telling of the accomplishment of the major educational institutions. The story of the work which Pennsylvania has done in the past few years, in teaching and training for the armed services, in furnishing experts to government service, and in war research in such fields, for example, as medicine
and engineering will constitute a new epic in the
defence of the nation by an institution which has
served it in seven wars in the past.

C. Planning and Pioneering. Another mark of the
quality of an educational institution, at least so
far as the opportunities for making itself known is
concerned, is the extent to which it plans in advance
of others for new educational developments, the degree
to which it pioneers on new trails, the extent of its
leadership and courage in expressing new and even un-
popular ideas. The University's tradition, like that
of the area in which it is located, has been described
as being "not the first to try the new nor the last to
give up the old." Such a policy is solid and conserv-
ative; but, of course, by its very definition it does
not get public notice. It makes history, but not news.

D. Resources. The financial resources of educational
institutions are unquestionably a factor in their ac-
tivity and accomplishment and therefore of their publi-
city and public relations opportunities. Among the
endowed colleges and universities, the twenty with the
largest endowments are:

Harvard $160,000,000
Yale 114,000,000
Columbia 88,000,000
Chicago 69,000,000
Texas 57,000,000
Northwestern  $57,000,000
Rochester  52,000,000
Duke  38,000,000
M. I. T.  38,000,000
Princeton  35,000,000
California  34,000,000
Cornell  34,000,000
Stanford  31,000,000
Johns Hopkins  31,000,000
Vanderbilt  28,000,000
Pennsylvania  23,000,000
Minnesota  23,000,000
Oberlin  22,000,000
Dartmouth  20,000,000
Washington (St. Louis)  20,000,000

In addition to these large privately endowed institutions, a number of the state universities have equivalent resources through the generous annual support which they receive through their legislative bodies from tax funds. President Conant has recently said that Harvard, for all its endowment, is no longer the richest university. Thus the state universities have in some respects even greater opportunities in the competition for effective public relations and publicity.

E. Individual Distinctions. In addition to the varied opportunities for public attention and good
will which is provided by men and work of high quality at the leading colleges and universities, many of these institutions have unique individual distinctions which provide them with unusual opportunities for the attention of newspapers and magazines. Examples are the college plan at Chicago and some of the other educational ideas of Chancellor Hutchins, the high quality of the scientific work of California Institute of Technology, the preceptorial system and the upperclass plan of independent study at Princeton, the house plan and the individual college plans at Harvard and Yale, the particular junior college plan for the education of women at Stephens in Missouri, etc. The so-called "Gates Plan" for the reorganization of athletics is an example of such an individual distinction at Pennsylvania; that plan was rated by the American College Publicity Association as one of the best college or university publicity stories of all time.

Such distinguishing characteristics have the merit of making for public interest and leaving in the public mind at least one idea of the character of the institution.

F. Civic Service. For a city university, one of the important marks of its usefulness is the extent to which it renders service to its own community. The story of the University of Pennsylvania in this
regard is strong. It was effectively told during the Bicentennial period; different aspects of it can constantly be brought down to date and made widely known. It involves such items as the following:

The large share which Pennsylvania has had in the education of the Philadelphia doctor and the Philadelphia lawyer - to say nothing of business and professional men.

The large service which Pennsylvania men have given in the civic and philanthropic leadership of Philadelphia, and the nation, from the Chairman of the University down through the ranks.

The fact that, of the 24 winners of the Philadelphia Award, 14 have been identified with the University of Pennsylvania.

2. Appearance and Housekeeping. A country college or university generally has a better and more economical opportunity than a city institution to maintain an impressive physical appearance, surroundings, and atmosphere. Institutions like Dartmouth, Cornell, Virginia, and Wisconsin profit from their locations, architecture, and planning. Around such institutions grow an alumni sentiment and loyalty which universities like Pennsylvania, Columbia, and Chicago find it difficult to create.

But even in a city some degree of atmosphere and homogeneity can be gotten through planning and landscaping. For the long future, Pennsylvania's development plans now in process cannot fail to have a favorable effect upon those who see the institution. These plans should be made known as soon as the danger of inflating the values of the required additional real estate is passed.
In the meantime much more can be done with the present plant and campus, as shortages of manpower and materials diminish, by attention to small details. The front campus has been greatly developed in attractiveness but other parts of the campus, the roads, the parking areas, and the alleyways in and around the University are sometimes dirty. The blocks opposite the campus along Woodland Avenue are unsightly. Keeping the sidewalks and the gutters clean, washing the windows, and repainting in some bright color (not brown) would do much to improve the appearance. The strategic location of trash receptacles around the grounds of the University would aid in creating a spirit of orderliness among the students. Benches around the campus, for the comfort of students and visitors, would, by keeping people from lounging on the lawns, add to the friendly atmosphere of the University. The use of some of the vacant windows on Woodland Avenue for University displays would give this front door-step of the University more dignity and interest. The calibre of the shops in many of these buildings around the University leaves much to be desired.

The area back of the Hutchinson Gymnasium and Franklin Field, visible to thousands of railroad passengers daily on trains to Washington and to Swarthmore, could be made an asset by attractive plantings.

Commenting on this view of the University, Struthers Burt has written in his book Philadelphia, Holy Experiment: approaching Philadelphia from the south you "end up with a
view of the Schuylkill at its worst and the dump heaps of the University of Pennsylvania."
One may or may not think well of the flippant method of writing employed by Mr. Burt—or "Time" magazine which once called the University of Pennsylvania "down at the heels"—but as long as the surroundings of the University evidently sometimes give such an impression to the superficial eye, there is no assurance that such criticisms will not be repeated.

3. Alumni. The alumni of a university bulk large as an element making for effective public relations. Not enough of the alumni of the University of Pennsylvania are utilized for their maximum help in building up the relations of the University. There are a number of reasons for this, among which are:

A. Complexity of Alumni Organization. The alumni set-up at Pennsylvania is complex and it is difficult, therefore, to concentrate effort on any one alumni organization. One of the major alumni organizations has frequently been critical of the University. Perhaps a simpler, more cohesive organization will result from the re-organization plans now under discussion.

B. Concentration of Philadelphia Alumni. A large percentage of the alumni and many of the leaders are concentrated in the Philadelphia area. There is frequent criticism that the Philadelphia group run
the University and its alumni affairs. Great effort on the part of the University to cultivate the out-of-town alumni and of the Gazette to feature out-of-town alumni will go far to improve alumni relationships outside the Philadelphia area.

C. Alumni Not Informed. The majority of the alumni are not informed about the University. Most of them never see the Gazette and they receive little direct information about the University. If they are to be proud of the University and able to back up their pride in conversation which makes it clear that they are Pennsylvania men (as alumni of certain other universities do) they need material with which to rationalize their emotion for Pennsylvania.

4. National Character. The relationships of a university can be broadened not only through the spread of its reputation by the customary means of communication, but also by the increase of the national character of the institution through the widened representation of its student body. Harvard adopted some years ago a plan of awarding so-called "national Scholarships" of substantial stipend to students of certain states not well represented in the enrollment of that institution. Amherst alumni have recently proposed a similar plan for their alma mater. Yet in the case of both Amherst and Harvard, two thirds of the students already come from outside New England.
The judicious distribution of attractive Pennsylvania scholarships - say of $1000 or $1500 - in western and southern states to outstanding students would promote the national character and contacts of the University.

More emphasis in the Gazette on out-of-town alumni and fewer pictures of and references to the well-known Philadelphia personalities would help in national contacts.

5. Esprit de Corps. An intangible but most important factor in the public relations of an institution is the esprit de corps of its employees. The enthusiasm, the sustaining power, the extra effort of an organization comes not from its material or corporate structure but from the individuals who make up the organization. Much of the word-of-mouth publicity - which is in the last analysis the best kind of public attention - stems from what those on the inside say to each other and, more especially still, to those on the outside. Internal relations are the foundation of external relations. Every employee is engaged every minute of the day in public relations and a satisfied employee is the best advertisement for his organization.

It would be impossible to mention all the kinds of questions which affect internal relations, but the following will suffice to demonstrate the nature of some of them:

Are compensation scales adequate?

Is there an opportunity for advancement?

Is there a system of recognition, rewards, and advancement provided and does it work in practice?

Are lines of management and authority clearly
defined and can employees and staff get decisions and help from their superiors? Can they get them quickly?

Do the members of the faculty have the opportunity to participate in the discussion of candidates and other decisions?

Is there a pension plan to provide for the security of the staff in their later years?

Is there unnecessary "red tape"? Is the attitude that "it can't be done?"

6. Consideration. A kindred factor in the public relations of an institution is the reflection of the attitude of staff and employees toward the public - consideration and common politeness. These relationships with the public extend from the heads of the University almost to the lowliest employee. Such contacts, for several thousand employees, total many thousands a week - obviously too many to classify. But they involve, for example, such matters as:

Do telephone operators convey a friendly and helpful attitude to the public?

Do secretaries and clerks in answering the telephone, and finding the call misplaced, try to help the caller to get the proper extension or otherwise take care of the call? Is the attitude one of helpfulness or of routine boredom?

Are visitors on the campus assisted by members of the staff and the student body and treated in a friendly way?

Do the guards of the University Museum, of the Morris Arboretum, and of other University properties create pleasant relationships for the University?

Do the Deans make understandable explanations to parents and to students when a student is dropped from the University - or when a student is not admitted?
7. Intercollegiate Athletics. One of the major sources for relationships with the public and for the creation of opinion of the public is provided by the University's system of intercollegiate athletics and especially by the program in football. Here there arise questions of the manner in which those who apply for tickets and attend games are handled, the good sportsmanship of Pennsylvania players on the field, the eligibility and amateur status of players to participate according to accepted standards of the better institutions, the selection of opponents from the natural rivals of Pennsylvania, the behavior of the audience itself at games, and the degree of emphasis placed on athletics by the newspapers. Under present conditions of newsprint shortage, Pennsylvania receives more frequent attention from the sports pages than from the other sections of the Philadelphia newspapers.

8. Competence of Publicity Programs. All of the foregoing factors, and others like them, are the basic determinants of the University's public relations. The publicity program cannot be much more than a mirror reflecting these activities and attitudes.

It is important, however, that the publicity program of the University be well planned, well executed, and effective. This requires staff that is adequate in competence and numbers. It means careful preparation well in advance. It means that complete confidence must be given to a department of publicity by the administration and faculty.
Among the standards for effective publicity are:

A. Publicity should be planned in advance and each step should be related to a plan and schedule.

B. The case must be bigger than the University. The first object of publicity is to sell an idea; second, to sell the University as the means of its accomplishment.

C. Publicity should appeal both to the emotions and the intellect. Reaction is prompted by the emotions and rationalized by the intellect.

D. Publicity must have continuity. Ideas need constant repetition, clothed each time in a new set of facts.

E. Cheap publicity is expensive. A little publicity of high quality is better for a university than much publicity of mediocre quality.

F. Publicity should be positive, not negative. Effective publicity always emphasizes elements of strength and never turns to denial and excuse.

G. Publicity should have candor, frankness, simple honesty.

H. All publicity of the University - and this includes not only news releases and athletic releases, but also form letters for internal or external reading,
academic publications, and all else that comes under the heading of publicity—should, so far as possible without infringing on freedom of speech, be approved by the proper officers of the University.

IV. PURPOSES TO BE SERVED BY A PROGRAM OF PUBLIC RELATIONS. What are the purposes to be served by a program of public relations? The main product is simply good will. The by-product is greater resources.

1. Good Will. Under the building of good will, the chief purposes of a program of public relations are:

   A. To interpret to the public the University's past and present and its future program and its needs.

   B. To increase the regard with which the University is held by its own personnel and by the alumni and the public.

   C. To improve the University's relationships with its sister institutions.

2. Greater Resources. The increase of resources is the second purpose of a program of public relations:

   A. To attract more and better students.

   B. To increase the flow of gifts for

      a. Maintenance funds (Annual Giving, Friends of Library, etc.)

      b. Endowment of teaching and research
c. Other capital needs, for land, buildings, equipment, and indebtedness.

V. THE CHIEF CONTACTS FOR PUBLIC RELATIONS. While, as has been indicated, there are as many facets for public relations at the University as there are activities and individuals - too many to encompass in a conscious plan - there are certain main outlets from which the flow of public relations opportunities are in concentrated volume. Among them are:

1. The General Alumni Society and other Alumni organizations.
2. Admissions office and Veterans office.
3. Placement Office and Personnel Index.
4. Publicity Department.
5. Cultural Olympics.
6. Intercollegiate Athletics.
7. The Fund.
8. The University of Pennsylvania Press.
9. The Administration.
10. The Faculty.
11. The employees (secretaries, telephone operators, Houston Hall employees, guards and watchmen, ticket-takers, etc.)

Ultimately each should be studied to ascertain whether it is contributing effectively to the relationships of the University.

VI. MEDIA FOR PUBLICITY AND PUBLIC RELATIONS. Complementing the daily contacts, activities, and relationships with the public which originate in the foregoing divisions of the University, there are the individual media through which public relations and publicity may be amplified and broadcast through the written and spoken word.
These are the channels through which propaganda, publicity, and public education flow. Among the most important for the University of Pennsylvania are:

1. **Newspapers.** Normally the most important media are considered to be the newspapers. In these times, with news greatly expanded and newsprint and newspaper labor contracted by the war, the newspapers do not provide the outlet for University publicity which they once did. The result is that the University's name appears in the newspapers now more frequently in the routine news—obituaries, news of service men, society notes, and sports—than in the University's own planned releases. The newspapers, however, have always provided and probably always will the most useful and frequent medium for University publicity. Among the opportunities are the following:

   A. **Spot News.** The daily news of planned events and of sudden emergencies or opportunities.

   B. **Feature Articles.** Longer material, not so timely, written by special writers, exclusively for one newspaper, and offering opportunities for more comprehensive coverage of a story than is afforded by the news columns.

   C. **Pictures.** A valuable medium, when the picture is appropriate, because of its greater attention value.

   D. **Mats.** Or "matrices"—which provide greater coverage, exact publication, and greater acceptance
from smaller newspapers than does a story for which the paper would have to set the type and make the cut for illustration. A few such mats were profitably used during the Bicentennial period.

E. Letters to the Editor. These provide an excellent medium for unusual and individual expressions of opinion in the papers. The New York Times editorial page provides the most impressive daily opportunity of this type. But the "Letters to the Editor" columns of the Philadelphia newspapers are widely read.

2. Magazines. The magazines of the country—and occasionally of foreign countries—offer a splendid medium of effective publicity. Magazines, however, are difficult to utilize in a conscious, planned, and regular way. The major opportunities are generally limited to the occasions when unusual educational or research work is in progress or when an academic personage holds a point-of-view at variance with the popular stream of thought and is willing to express it.

Beyond these exceptional occasions, the chief opportunity for magazine publicity lies in the University's cooperation with writers and magazines in furnishing scientific and expert fact and opinion on matters in which they are already interested.

3. Trade Papers and House Organs. The innumerable trade papers and house organs of business and industry provide a large field for exploitation of the various departments of the University—stories on chemistry for papers in the
chemical and drug trade, on economics for business papers, on veterinary medicine for animal journals, etc. Such a program is limited only by the staff available to dig out the material and write it interestingly.

4. University Publications. A circulation of high class and of special interest is furnished by the University's own publications. These provide opportunities to reach important centers of Pennsylvania influence with little waste. Among the outlets of this type are:

A. News Publications.

a. The Pennsylvania Gazette. If ways and means can be found - either through subsidy or increased advertising - to send the Gazette to all alumni of the University and not merely to dues-paying members of the general Alumni Society, this should be done.

b. The General Magazine and Historical Chronicle.

c. Educational Outlook (for Alumni of the School of Education)

d. Alumnae paper

e. Franklin Field Illustrated

f. Pennsylvania Bulletin

g. Bennett News

h. Library Chronicle

i. Pennsylvania Triangle

j. Weekly Calendar (Not at present published, but consideration might be given to advisability of such a one-sheet calendar of events).

B. Academic Publications. Then there are the
regular annual academic publications of the University. These would constitute better publicity vehicles if the University could afford to brighten them up through the use of color, illustrations, and larger type. In this category fall:

a. The Catalogue  
b. The Announcements of the various schools  
c. Freshman Handbook

5. Pamphlets. An increasingly important opportunity for effective publicity is offered through the publication of pamphlets about the University's work and needs. Such a publication offers the advantage of providing a controlled message to a specifically selected audience. Under this heading fall, by way of example, the following:

A. President's Reports. In the annual reports of the President the occasion is furnished not only to review the history of the year but also to present new educational ideas and plans. Such reports, if developed to the degree of interest of the reports of a few of the philanthropic foundations, might be distributed to a wide audience and have a large influence upon educational thinking.

B. Veterans Pamphlet. A pamphlet of interest to students on leave from the University and others in the armed forces is now in preparation. This should be a pamphlet of some quality and interest.
C. Bequests Pamphlet. The University Council on Development has recently recommended that a new Bequests Pamphlet for the University should be written and published. This pamphlet should contain information on the creation of living trusts or a separate pamphlet might be published on this, like the University of Chicago leaflet "The Advantages of a Living Trust".

D. Fund. The whole fund activity of the University offers each year the opportunity for pamphlets and leaflets on the needs of the University. The Annual Giving publications are ordinarily small leaflets. But for the appeal for an annuity fund, or a "reconversion" fund, a substantial pamphlet might well be written.

A major opportunity for a fund pamphlet of distinction is afforded by the plans for a new library building.

E. Pamphlet for the Public and for New Students. A companion piece to the pamphlet for veterans might well be an illustrated pamphlet for the public generally and for new students in particular. This would be a pamphlet, good year after year, as an interpretation of the University to all who should be interested. There is today no document satisfying this elementary purpose.

F. Post-War Program. When the post-war educational program of the University has been developed or when the plan for the future physical development of the
University is ready, either or both should be worthy of announcement in a pamphlet.

G. Latin American Studies. The University of Pennsylvania has long had an impressive relationship with the Latin American countries. A pamphlet showing the history and usefulness of that development would help the University and the country in the increasingly important future contacts with Central and South America.

H. Medicine. The story of medicine at the University is one of distinguished achievement over a long period. It might well be brought up to date with the war contribution emphasized and new horizons for medicine painted. An address by Dr. Richards, printed afterwards, would be a desirable method of telling the medical story.

I. Industrial Research. The University of Pennsylvania has recently collected together the highspots of the many segments of the story of research for industry conducted in recent years. A pamphlet on this subject would form an excellent background for future profitable relationships with industry.

J. Adult Education. The publication of a single pamphlet containing all the offerings in those departments serving an adult clientele would coordinate and emphasize an important part of the University's work not generally recognized as a unit. It would attract students and give the public larger benefits from the University.
K. War Story. When it can be told, the story of Pennsylvania's contribution to the war - in teaching and training, in research, and in providing men for expert service and for the armed forces - will furnish the subject matter for a report or speech which should later be printed as a pamphlet designed to increase the prestige of the University.

6. Scholarly Articles and Books. One of the most valuable types of publicity from the standpoint of building good will with other institutions and scholars is the production of scholarly articles for learned magazines and of books. Such writing by members of the faculty should be encouraged. Frequently popular digests or abstracts of such books and articles may be made for newspaper and magazine treatment as well.

7. Special Presentations. An opportunity to promote knowledge of the University in important quarters and at the same time to add to its resources is afforded by the occasional preparation, in manuscript form, of "special presentations" to foundations and philanthropists. These are memoranda directed at the particular interest of a particular organization or individual. Such documents should be written with the assistance of the Faculty Committee on Foundations.

8. Letters. An effective, personal, and frequent opportunity for the building of public relations is furnished by the letters which administrators of the University write - sometimes letters which are extra and not necessary in the day's routine but which, as a thoughtful courtesy, make friends. All letters
written by personnel of the University, whether for conscious public relations purposes or not, should be recognized as having implications for building good will — or bad. Frequently the addition of a single cordial sentence — expressing thanks, interest, an attitude of helpfulness, or a thoughtful concern — will greatly strengthen a letter and lift it out of the routine or take the sting out of a letter which necessarily has to be otherwise dampening.

A book has recently been published on the subject of letters as a means of building public relations for a university. Examples are shown of effective letters written by one of the Deans at Pennsylvania.

Among the kinds of letters which would be helpful are:

A. To kin of war-dead, expressing sympathy and stating that the veteran's name has been added to the University's honor roll.

B. To students on leave for war service, giving them news of the University and expressing the hope that they will return soon.

C. To alumni, notes of congratulation, sympathy, etc., or asking for advice.

D. To parents, telling them of the good work of their sons and daughters, or explaining failures.

E. To students, notes of congratulation, etc.
F. To prospective students, offering to help in any way possible.

G. To new students, a letter from the President welcoming them to the University.

H. To applicants, expressing interest in their future.

I. To past contributors, reporting on the benefits created by their philanthropy.

J. To citizens, inviting them to events, giving them news of interest, asking their advice, etc.

K. To other institutions.

L. To schools, giving them reports on the work at Pennsylvania of their graduates.

9. Radio and Television. The University is already doing work of distinction on the radio, especially through its program "University Forum of Public Opinion". It is planned that in the fall the University will have its own FM station. This should provide an expanding opportunity for radio broadcasting, in addition to which time for other broadcasts on the regular commercial stations should be accepted when available.

The opportunity for speakers going out-of-town to speak on local radio stations should not be overlooked.
This subject of radio broadcasting by institutions of higher learning is one of such growing importance that a separate plan of publicity by radio should be written to cover it. The advice of Vice-President Benton of the University of Chicago on their experience with radio would be invaluable.

As television develops, the University should also make use of this medium for broadcasting material in which both the eye and ear share. It is of interest to note that the new building program of the Metropolitan Museum of Art of New York includes a studio for television broadcasting.

10. Motion Pictures. At the time of the Bicentennial a sound motion picture of the University's history and achievements was made. Except under unusual circumstances, perhaps no such professionally-prepared film will be made in the years ahead. But informal motion pictures of each year's events might be made at small cost in an amateur way for circulation among out-of-town groups. In addition, opportunities should be sought for the inclusion of outstanding University material in commercial news reels.

11. Events. University events provide an excellent means of creating new contacts with the public. Invitation lists for those events should be individually made up, depending upon the character of the program. Among the types of events in which the public can share are:

A. Convocations and Commencements. The public audience at those occasions can be expanded if those
who are to receive honorary degrees and are to speak are selected with the public interest, and ability to speak, in mind. Future international conferences on the arrangement of peace and world security and returning personages from the wars will provide opportunities for the University to award degrees to men and women of national and international interest.

B. Lectures. With the regular University lectures temporarily abandoned, consideration might be given to a revision which would place this program upon a plane of quality rather than quantity. Two or three evening lectures each winter - given at Irvine Auditorium or at the Academy of Music by outstanding speakers and scholars from the faculty and from other institutions - would concentrate the energies of the University upon a few major occasions to which special audiences might be invited.

In addition, the Crawley lectures of the Wharton School, the Rosenbach Bibliographical series, the Friends of the Library meetings, and other such features should be used to cultivate new friends for Pennsylvania.

C. Cultural Olympics. This program provides a continuing opportunity to enhance the relationships of the University with schools.
D. Dinners. At irregular intervals possibilities for University dinners for the alumni and other citizens will develop. For example, it would be fruitful if a small group of citizens were brought together periodically with the Trustees to discuss some of the problems of the University, such as the library.

E. Special Campus Occasions. Events such as Founders Day, Alumni Day, and Pennsylvania Day can similarly be used for the cultivation of new friends.

F. Schoolmen's Week. This program after the war will continue to develop the University's relationships with schools and to furnish subjects for newspaper publicity.

G. Mask and Wig Tours. Again after the war, the Mask and Wig annual shows will promote interest in the University around the country.

12. Field Trips. At least once a year an extensive program of trips of Pennsylvania men to the major centers should be undertaken by some of the officers and deans of the University. Visits to important areas would provide opportunities for:

A. Addresses to alumni meetings.

B. Talks to schools.

C. Interviews by local newspapers.

D. Radio appearances.

E. Pictures.

F. Cultivation of leading prospects.
13. Advertising. The program of paid advertising should consist of that already carried on (Evening School, Summer School, College Collateral Courses, and Council on Athletics). It may be possible to correlate part of this advertising under a unified program of adult education.

14. Postage Meter. Much of the University mail goes out with postage stamped on by means of a postage meter. In the days of the Bicentennial a slogan was stamped on at the same time by the meter, the words being changed every few months. If a message of dignity and importance can be agreed upon, this practice might be revived. For example, special exhibits in the Library or the Museum might be advertised in this way.

15. Visits to Campus. More than 25,000 school children visit the University Museum annually. How many visitors come to other parts of the University is not known; but if those who attend athletic events are included, it must be several hundred thousand a year. It would perhaps be uneconomical to staff an information booth on the campus day and evening, but there are with this large group of visitors many potential new friends. It is said that after-hours a visitor to the campus has difficulty in finding his way around or in getting attention. Among the ideas which might be tried are:

A. Dignified signs around the campus telling of points of interest.

B. A simple guide book.

C. A series of post-cards.
D. Benches out-of-doors for visitors.

16. Speeches. A Speakers Bureau should be set up by the University to have available a list of competent University speakers and develop opportunities for speaking, both in town and around the country.

VII. THEMES OF UNIVERSITY PUBLICITY. A publicity program is most useful when it concentrates on a single theme or a few themes and when it can relate much of its content to a few ideas constantly reiterated. Under those conditions the aim is directed and not dispersed, and an objective is set to give unity and drive to what is done. From the standpoint of the public the institution is made to stand for something distinctive.

In the administration of Dr. McClelland as the new President, a ready-and natural opportunity is ready at hand to create new objectives and new emphases - to give Pennsylvania a significant development in her service to the world.

Out of the ideas of the administration and faculty will undoubtedly emerge a new post-war theme or case. The following thoughts are merely suggestive of the kind of ideas which, individually or in combination, may provide a thesis.

1. Graduate and Professional Work. The war has seriously cut down the supply of graduate-trained men for professional and scientific careers. Fewer men and women were awarded doctoral degrees by the universities in 1944 than in any year since 1930. The number has been reduced by 40 per cent from
the peak year of 1941. In medicine and law, the regular flow of trained men has similarly been upset. One of the great tasks of the leading universities, Pennsylvania among them, is to see to it that this lag is offset in order that the world of science and culture may not be set back a generation. In short, the task is to prepare for days of peace with the same earnestness as for the period of war.

2. Liberal Arts Education. Education in the liberal arts has also been at a low ebb during the war. The normal stream of civilian undergraduates has nearly dried up. The experience of millions of men during the war will bring many of them to the universities seeking education in the humanities to fully as great an extent as in the sciences. Here again it is the responsibility of the universities to adapt their schedules and their programs to the demands of a disrupted generation in order to catch up the slack in the chain of culture and education at the earliest possible moment.

3. The Post-War Plan for Pennsylvania. The Committee on Educational Policy and Planning of the University, it is to be desired, will come forth with a report which will constitute a major program for Pennsylvania education for the next decade at least. If this educational plan could be linked to the plans for the physical development of the University, Pennsylvania would have an inspiring course for the future laid down as an objective of her education, research, public relations, and fund-raising.
4. Service to Philadelphia. The University, which has, as a matter of history, made great contributions to the welfare of Philadelphia, might adopt a comprehensive program of civic service. The leadership of the University, its men, and its schools and departments, applied to problems of public health, water supply, city planning, adult education, good government, and other matters, would help the University directly and indirectly. In the first place, it would dramatize the institution's contribution to the City; and in the second, it would improve the surroundings and the esprit de corps of the community in which the University is located. It might give to Philadelphia the kind of leadership, pride, and determination which a city like Chicago with its slogan of "I Will" has long since had. A rising tide would lift all the boats.

5. A Medical Center. Perhaps some new and dramatic development of the medical schools and hospitals of the University will afford an occasion for a concentration of attention upon the medical branch of the University's activity. New York University and Bellevue Hospital are now planning a great new medical center, the third in New York. With support from Mayor LaGuardia and the City, the project has become a civic program in which the newspapers and the public have taken a substantial interest. The hope is to raise $15,000,000 from philanthropic sources to build the new medical school. Pennsylvania, which had the first School of Medicine in this country and the first teaching hospital, and whose resources
for teaching, research, and treatment in medicine, dentistry, and veterinary medicine are of great distinction, should be even better known than it now is as a medical center.

6. Education for World Citizenship. Perhaps out of the experiences of the war and of the making of the peace will evolve at Pennsylvania some new pattern of education, adapted to meet the weaknesses which have been uncovered and to fit America's new position in the world. For the global thinking of the future, should education start with anthropology and archaeology and pursue the study of the cultures of mankind? Should Russian and Chinese and Spanish have at least an equal place with German and French? (Columbia has announced Institutes on Russia, the British Commonwealth of Nations, East Asia, Latin America, France, and Germany, and a School of International Affairs.) In any such approach to higher education through the study of mankind and his cultures at various levels and of the nations of the world with emphasis on the South and the Far East, Pennsylvania would be well prepared by tradition and resources.

At least, this question is worth considering - What changes in higher education should be made to meet the new position and responsibility of America in the world?

VIII. SPECIFIC OBJECTIVES OF PUBLIC RELATIONS AT PENNSYLVANIA.

A program of public relations at the University of Pennsylvania if it is to be worth anything and have vision, will be costly in time
and effort. To justify it fully, it should have objectives beyond the desirable good-will which every individual and institution wants as a matter of common satisfaction and pride. What are those specific objectives:

1. **Good Will.** Good will, of course, comes first. The ultimate objective here is to make the public think of the University as a first class institution, to make it think of the Medical school when it thinks of great medical centers, to think of the Wharton School when it thinks of outstanding education for business, etc. Furthermore, the objective is to cause writers to use adjectives of approbation when they write of Pennsylvania.

2. **Students.** A second objective is to interest students in the University and not merely students in numbers but the best students from all schools and all states - to get students for those schools in the University which need them most, to get a wide choice of students so that the highest standard of selectivity may be used, and to interest graduate students as well as undergraduate.

It is no longer sufficient for an educational institution to sit back and pick its students from those who knock at the door. If a University wants a certain type of student, it has to go out and get them. Exeter has recently appointed an administrative officer who will spend all his time in searching out boys of promise all over the country who will profit by going to Exeter.
3. **Government Support.** This is the objective of gaining the kind of support and help which the University wants from time to time from federal, state, and city governments.

4. **Gifts and Bequests.** And finally, but fully as important as any other, is the objective of new resources from philanthropic sources. No survey has been made of all the needs of the University at the present time, but enough is known of them to cite examples of specific objectives for fund-raising. Here are such examples:

   **A. Maintenance.** In the first place there is the perpetual need for currently expendable funds. These are to be raised through such media as:

   **a. Annual Giving.** Through this medium are raised funds which generally are unrestricted. In some years, for example last year, a special effort was made beyond the normal mail solicitation. Next year, a special appeal for a teachers' retirement fund and for an extraordinary deficit will be necessary. While normally annual giving at Pennsylvania and other colleges and universities is conducted through a mail appeal for relatively small gifts, there is a hope among the present leaders that the present scale of giving may be maintained permanently. If so, a vigorous campaign of personal solicitation will be required each year.
b. Friends of the Library. This is an example of the type of special annual appeal which some departments within the University may make. This particular organization, while showing some accomplishment, has never been developed its potentialities; an aggressive, forceful effort has not been continued to build up the Friends and make it known. The list of potential Friends should be expanded and former Friends invited to membership again.

c. Research Funds. An organization somewhat similar to the Friends of the Library might well be started in connection with the research needs of the University. Here is a further opportunity to cultivate non-alumni as well as alumni. The unrestricted funds for research and publication are now entirely inadequate.

B. Endowment. The great permanent need of the University is for endowment. This need is almost beyond reasonable limit. The average endowment of the twenty most highly capitalized colleges and universities in America is $48,000,000; the median of the group is $35,000,000. It is fair, therefore, to estimate roughly that Pennsylvania could well use at least $12,000,000 to $25,000,000 more endowment, increasing its present capital by 50 or 100 per cent.
Just as a start, such endowment might be thought of in the following directions:

10 Distinguished Service Professorships $5,000,000
Fellowships and Scholarships 2,500,000
Library Endowment 2,000,000
Endowment of Research 2,500,000
General Unrestricted Endowment 10,000,000

$22,000,000

C. Buildings. No recent survey of the University's building needs has been made, but it requires no comprehensive study to select the one imperative brick-and-mortar need - that of a new library. No estimate is available on the cost of the library, but it will undoubtedly be at least $4,000,000.

Beyond that primary need there are other necessities, of which the following are merely examples:

Wharton School Building
Dormitory Social Center
Administration Building
Class Room Building
Women's Campus, including dormitories, Student Union, etc.
Rehabilitation of existing buildings

D. Indebtedness. The funded indebtedness of the University is a mortgage in the amount of $8,000,000 due in 1952, held by the Prudential Life Insurance
Company. Upon this the interest is about $400,000 a year. This is a serious drain on the University's income. In terms of capital it reduces the effective endowment by $8,000,000; in terms of income it would provide more than 30 outstanding men for the faculty.

At the same time, this is the most difficult kind of money to raise. Unless the University sometime frankly faces the problem and undertakes a vigorous campaign to wipe out the mortgage, it will probably have to be met out of unrestricted funds which come as windfalls in the years ahead or by an amortization program over a long period.

E. Development Plan. In the years ahead, as the plan for the physical development of the University is completed, a large body of needs will be comprised of the necessities for the purchase of land to round out a unified campus, for campus improvements (grading, walls, gates, planting, etc.), and for new buildings. This is largely for the future, but of course all present development should be executed as part of the master plan.

IX. PROSPECTS. Who are the prospects toward whom a program of public relations and fund-raising should be directed in the effort to satisfy these numerous needs and others which will perpetually replace them? Before a campaign for any specific objective is undertaken, an analysis will have to be made of the various pros-
pects and their potentialities. It is sufficient for our purposes here to list the overall groupings:

1. Alumni
2. Citizens
   A. Special Prospects
   B. The Public
3. Parents
4. Business, industry, finance
5. Foundations

X. RECOMMENDATIONS. In the foregoing pages there has been presented a brief analysis of some of the public relations and fund-raising problems and opportunities of the University of Pennsylvania. This memorandum is designed to serve as a quick survey furnishing a perspective and a point of departure. It is not complete. It leaves many things to be done — such as a survey of public opinion, detailed planning of publicity and of fund-raising, the preparation of working plans for public relations, etc.

On the other hand it is believed to cover the high-spots without important omissions and it does attempt to point the way forward in many particulars of public relations and fund-raising. In order to crystallize the major points, an attempt is made here — not to summarize — but to select for recommendation the salient elements for discussion and decision:

1. A survey of public opinion on the University should be undertaken. While an informal survey, made casually as opportunities occur, would have some values, an expert,
scientific, and intensive inquiry would carry greater author-
ity. One of the nationally known agencies in public opinion
polls is willing to help make such a poll at cost.

2. Practical recognition should be given at every opportunity
to the fact that the University's public relations can be im-
proved more by internal steps than by any magical procedures
of external publicity; they can be improved by raising the
quality of the faculty, the teaching, the research, the
student body, and the appearance of the University. For
example, the selection of the ablest men in the country for
the next ten positions which become vacant in key departments
would be the best capital investment which the University could
make to yield an income in esprit de corps and good will.

3. The establishment of a number of substantial scholarships
for distant states, either unendowed or through combining
present scholarship endowments, would give Pennsylvania a
greater national character and contact.

4. A plan should be written, with some diplomacy and finesse,
perhaps to be printed for inside distribution to the "family",
for increasing the public relations consciousness of all the
employees of the University, and constant attention should be
given to keeping that consciousness alive.

5. The leaders of the University should cooperate in every
way in the public relations of the University and especially
in the adoption of vigorous, enthusiastic programs, leader-
ship, and attitudes in the days of reconversion ahead.
6. The University should undertake as many as possible of the publicity opportunities listed under VI. Media for Publicity and Public Relations.

7. The organization of "visiting committees" of alumni and non-alumni, or of Committees under the Board of Trustees, for as many academic departments of the University as possible and of similar committees for many of the over-all functions such as research, finance, buildings and grounds, etc., should be started. Fifty such committees each with an average of ten men of influence and affairs and of national reputation would greatly strengthen the relationships of the University with 500 leaders. (For example, there is no limit to the good which might be done by a committee developing plans for the beauty of Pennsylvania's campus. The Arthur Hoyt Scott Arboretum at Swarthmore gives an indication of what can be done.)

8. The organization of other groups, such as a Fathers' Association, a Mothers' Association, etc.

9. In fund-raising, the pattern should probably be:

   A. The conduct of another wartime annual-giving campaign to balance the University's budget and start a teachers retirement fund.

   B. The promotion of the "Friends of the Library".

   C. The establishment of other groups of "friends" or "associates"; for example, for research.
D. A survey should be made of the needs of the University and a decision reached upon priorities. While the condition of the Library and its contrast with the libraries of other great universities would seem to make this the first need (after free funds, endowment, or indebtedness) there is no agreement on this point among the administration and the trustees. Unless there is an established program of fund-raising for Pennsylvania, the development of the University will be left largely to the accidental interests of donors.

A cooperative faculty study on "What does the University of Pennsylvania need to make it the best university in America?" would undoubtedly constitute a document of supreme importance for the future educational and financial development of the University and constitute a rallying point for the alumni and friends of Pennsylvania.

E. The establishment of a small special group of trustees and others to cultivate a few leading prospects and to solicit substantial gifts for individual purposes, depending upon the interests of the prospects.

F. Work upon other special projects, such as a Latin American Institute, and appeals to the foundations.
Planning activity on bequests and insurance as the one great hope for unrestricted gifts which may ultimately pay off the mortgage.

10. In the beginning at least, the objectives of public relations and fund-raising should be delimited, since their full scope is so large as to be impracticable of accomplishment within limits of time, cost, and quality.

XI. STAFF FOR PUBLIC RELATIONS AND PUBLICITY. In the accompanying chart is indicated a proposed staff organization to conduct public relations and fund-raising activities at the University. In brief, the suggestion is for two parallel departments in these two fields, planning and working closely together. They would be supervised and coordinated by a vice-president or two vice-presidents of the University after the departments have been created, properly staffed, and gotten into smooth operation. For each department there should be a director, a man of experience in college or university fund-raising and a man trained in all phases of publicity and public relations. The salary of either director will probably have to be from $7500 to $12,000 a year if the right type of man is to be obtained for each position.

The staff requirements under these two top men will depend somewhat on the capabilities of the men themselves, their own ideas in respect to the details of the plans here set forth, developments and opportunities in the course of the work, and decisions by the Administration and Board of Trustees.
Under the Director of Public Relations and Publicity would come Mr. Herbert, in charge of newspaper publicity and of such other publicity as might be assigned by the Director; and Mr. Labrum for athletic publicity. For special tasks, it may be necessary occasionally to employ additional publicity help. It would be hoped that radio activities could be handled by someone now on the staff of the University.

Under the Director of Fund-Raising would come an assistant to conduct the Annual Giving Campaign. Here again it may be necessary upon occasions, such as the conduct of a large fund-raising operation, to employ additional executive or professional help on a short-term basis.

The detailed responsibilities of both Directors and their Departments are shown on the organization chart.

The cost of the two departments cannot easily be shown at this point. That depends on the calibre and salaries of the Directors, decisions to be made by the University on the coordination of public relations and fund activities into two departments with unified budgets, and decisions as to the nature and limits of the operations to be undertaken.

The first essential and immediate step is to find the two directors, after which it may take a year of experience to shake down a plan and staff into a pattern and a normal budget.

XII. PLANS AND PERSONNEL. Many suggestions or projects have been set forth in the foregoing pages. A competent staff can do much to
accomplish many of those which seem best. But two other fundamen-
tals are required - detailed plans for each activity and
volunteer personnel to support it.

1. Plans. For each undertaking, there should be a working plan in advance, showing:

A. The objective to be accomplished.
B. The detailed method by which it will be accomplished.
C. The personnel, paid and volunteer, required.
D. The materials necessary.
E. The time schedule.
F. The estimated cost.

2. Volunteer Personnel. For each major project an alumnus, faculty member, or trustee might be appointed to work with the staff, to support the efforts of the staff, and to take the responsibility of the project for a definite period, with the help of the departments of fund-raising or public relations.

The thought is not to enlist large sponsoring or unwieldy committees but to develop a more informal organization of active workers rather than of "big names". Many of the trustees might welcome such responsibilities if they were distributed in fields in which they have some competence. Such activities, on the other hand, would constitute an excellent proving ground for future trustee material.
XIII. CONCLUSION. The main problem of the University of Pennsyl-
vania is the problem of money - constantly money. But the appeal
for that perennial need and the promotion of enrollment must be made
more palatable by seasoning them with a vision of big plans, forward
thinking, constructive purposes, and accomplishment. This means
that the relations of the University with the alumni and with the
public must be of the best.

Whether or not greater financial support were the objective, it is
recognized by Pennsylvania that the modern university has a function
which was not thought of thirty years ago - that of interpretation.
The public relations of a modern university in a democracy have
become a component of its public trust.