FOREWORD

The purpose of this document is to outline a plan of campaign for the next major capital fund-raising of the University of Pennsylvania. This proposal is submitted to the officers of the University and to the General Committee of the University of Pennsylvania Fund for their criticism, suggestion, and revision. When in final and approved form, it should serve as the basic plan of operation, to be supplemented by detailed plans and schedules for each major unit of the task.

The material which follows is divided into five parts, as follows:

Part One - The Background
Part Two - Plan of Organization
Part Three - Plan of Publicity
Part Four - Time Schedule
Part Five - Budget
PART ONE - THE BACKGROUND

In this part is outlined the essential background: past fund-raising of the University of Pennsylvania and the capital campaign now proposed.

I. PAST FUND-RAISING OF THE UNIVERSITY OF PENNSYLVANIA.

The University of Pennsylvania Fund was established October 27, 1924. At that time the first major organized efforts to increase the resources of the University began. The initial step was the outline of a Program of Policy and Needs, looking ahead sixteen years toward the Bicentennial of 1940.

A detailed program of needs was adopted in 1924; it may be briefly summarized as follows:

<table>
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<td>Endowment</td>
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<tr>
<td>Buildings, equipment, and land</td>
<td>17,950,000</td>
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As an immediate program of "urgent needs" an appeal for $12,600,000, out of the total sum, was launched in 1924 as the first phase of that program; something more than $8,000,000 was raised in a campaign.

In 1936 the next large phase was planned in the form of a Bicentennial Campaign, in which a further sum of somewhat more than $5,000,000 was raised.
Between these two efforts, quiet and less intensive special gifts appeals, annual giving campaigns, unsolicited gifts, and bequests added more than $20,000,000 to the University's plant, maintenance, and investment assets.

The result is that in the two decades which have passed since the original program of development was organized, $36,500,000 came to the University in gifts and bequests; other funds were given in trust for the benefit of the University. In large measure, therefore, the program was accomplished, and almost on schedule.

The organizations principally responsible for these efforts were the University of Pennsylvania Fund and the Council on Development, which succeeded the Fund after the Bicentennial in 1940.

II. THE PRESENT SITUATION. The University of Pennsylvania Fund has, in the year 1946, been re-established as an organization when the Council on Development was discontinued in accordance with the plan for alumni reorganization. The Fund remained in existence even under the Council on Development as a sub-committee of that organization and also as a title on the financial books of the University; its continuity has, therefore, been preserved since the beginning.
1. The New University of Pennsylvania Fund. The Trustees of the University appointed seven of their members as the General Committee of the University of Pennsylvania Fund early in 1946 (Henry B. Bryans, chairman, Orville H. Bullitt, Robert Dechert, Sydney E. Martin, Robert T. McCracken, Dr. Merle M. Odgers, and Ralph Morgan), and on June 24 this group elected to General Committee membership the six members of an Interim Fund Committee of the General Alumni Society (J. Roy Carroll, James R. Edmunds, Jr., Robert E. Garrett, Bowman Elder, Lewis B. Beatty, and Thomas B. K. Ringe).

At a meeting held on June 24, the new Fund organization adopted By-Laws; voted to recommend to the Trustees the conduct of a capital campaign for $50,000,000; and voted also that Annual Giving, largely as a mail campaign, should be continued simultaneously.

The Executive Board of the Board of Trustees has since approved of the capital campaign. It is the purpose of this memorandum to set forth a plan for the campaign as the first step toward its inauguration.

2. The Financial Needs of the University. Though the University has received support from the alumni and the public to the extent of nearly $2,000,000 a year for the past 20 years, new financial needs of the University have
risen at about an equal pace. The result is that a new long-range development program would again undoubtedly require 50 million dollars of additional resources. While no estimate of all those needs has been made, it is obvious that they must easily total some such sum, as they include generally the expansion of and beautification of the University's campus; the more adequate support of professorships, fellowships, scholarships, research, and publication, through endowment; the construction of a new administration building and classroom buildings; the paying off of the mortgage in the amount of nearly $8,000,000; in addition to specific immediate and urgent needs totaling $32,000,000, which are the subject of this memorandum.

The Executive Board, the Fund, and the Administrative Officers have approved of a program of immediate capital needs. That program, brought down to date and subject to final decision, is as follows:

A New Building, Equipment, and Endowment for Physics, Mathematics, and Astronomy $ 2,000,000

Creation of a Philadelphia Medical Center through the Expansion of the Medical School and the Hospital of the University of Pennsylvania 8,500,000

Endowment of Teaching and Research in Department of Medicine 1,500,000
A New University Library Building and Its Endowment  
$6,000,000

A New Building for the Wharton School of Finance and Commerce  
$2,000,000

Completion of Building for the Department of Chemistry and Chemical Engineering  
$2,000,000

Campus for Women Students, including Residence Halls  
$2,500,000

Endowment of Teaching and Research for the Benefit of All Schools and Departments, exclusive of Medicine  
$2,500,000

Other Capital Needs including Those of the Law School, the Towne Scientific School, the School of Fine Arts, the Departments of Botany and Psychology, and Additions and Improvements to the Dormitories for Men  
$5,000,000

$32,000,000

Note: There is no war memorial in the above program unless the University wishes to determine on one item as a war memorial. A better plan might be to permit war memorials to be established in connection with any project in which a donor is interested.

III. CHARACTER OF CAMPAIGN. This goal is obviously so large that it is not likely to be reached in a single campaign. While it is an "immediate" program, it may well require five or ten years to accomplish. It is, therefore, proposed here that the whole effort be soundly planned and scheduled in order that there may be, on the one hand, measurable progress made in given periods of time, and yet no false hope that the task may be fully accomplished in one campaign in a year or two.

It is suggested that the first phase of the effort be, in large part, a campaign for special gifts, covering perhaps the academic
year 1946-47, with a widened campaign on one or two of the projects as soon as preliminary testings of interest and support show promise of successful expansion and completion (as, for example, for physics and medicine).

It would be foolhardy to rush into a campaign, or even into print announcing it, until planning, organization, project development, cultivation, and preliminary solicitation had been done. These are large tasks and are not to be accomplished by little plans.

The early stages of the campaign should, therefore, be comprised, after the way has been prepared, of the solicitation of larger gifts. For example, a gift of one million dollars has already been pledged orally toward the medical center provided an additional $4,000,000 is raised. The first phase of this medical portion of the campaign would seem to be a quiet search for other gifts of the same or even larger size to meet the condition, with the anonymous donor, if possible, assisting in this important solicitation.

1. **Name of the Campaign.** A distinctive name should designate the campaign, if one can be found. **University of Pennsylvania Building and Endowment Fund** is a tentative suggestion which can be improved upon.

2. **Pledges.** Provision should be made for the acceptance of pledges as well as gifts of cash and securities. The
subscription blank should provide for a pledge period of three or four years. It should also provide space for the allocation of a gift to a particular project of the campaign, all gifts not designated to be used for purposes to be determined by the Trustees.

IV. THE CASE. The first essential for success in a campaign is that its appeal should be based on a good case. A successful case - or theme - must be bigger than the institution. It should be sound - psychologically, economically, socially.

It is suggested that the overall case for Pennsylvania's campaign should be based upon the value to the city, state, and nation of strengthening the University of Pennsylvania in its fundamentals - its scientific and medical departments, its faculty and its research, its library, its school of business, and its facilities for women.

For each project a separate subordinate case - as for example the opportunity to advance public health through medical care, research, and teaching in the new medical center - must be developed.

The opportunity to create war memorials will appeal to certain donors and groups. Decision should be made as to whether a definite war memorial is to be planned by the University or whether war memorials may be established wherever a donor is interested.

V. THE LEADERSHIP. The second fundamental factor for the success of a campaign is its leadership. It goes without saying that the
leader of the whole effort and of the subordinate projects should be the most powerful and influential that can be had. Such leadership should ordinarily be found in the Board; fortunately it exists in the Board of the University and among the alumni as well. The initial committee of the Fund has a wealth of leadership among its own membership.

VI. WORKERS. The third requirement is for a devoted and numerous body of workers - the solicitors who will work under inspired leadership. In its first stages - the special gifts campaign - not a large number of workers will be required, but they must be workers of high calibre and of prestige. Fortunately the friends and alumni of the University include men of affairs who have had wide experience in fund-raising.

VII. PROSPECTS. The final necessary factor for success is that there should be prospects - people and organizations with money and a potential interest. The sources of such prospects for the University include:

The trustees
The alumni
Former hospital patients
Citizens
Foundations
Corporations and firms
VIII. TIME SCHEDULE. In Part Four a time schedule is suggested in some detail. Here it is necessary merely to define generally the proposed timing of the effort.

At least two to three months will be required for the barest elements of preliminary work - planning, top organization, recruiting of staff, and the statement of the case.

November and December of this year should see some important special gifts cultivation and solicitation performed.

In 1947, special gifts work should be continued and some of the project campaigns - probably medicine and physics - widened out to a larger audience. It will probably be only after 1947 that a completely extensive campaign on most of or all projects can be gotten under way. But as much as possible should be accomplished as soon as may be in order that the appeal may be conducted under conditions of prosperity.

IX. CONCLUSION. Given a well-developed case and strong campaign leadership, there should be not too much difficulty in finding the workers and prospects for the campaign. For so large a program there must be careful and sound planning, determined persistence and courage, and, it is to be hoped, some measure of good fortune, too.
PART TWO - PLAN OF ORGANIZATION

In this part, a proposed campaign organization is briefly outlined. It describes the accompanying organization chart which illustrates graphically lines of authority and the various functioning units.

I. EXECUTIVE ORGANIZATION. Under this heading is set forth the suggested top organization of the campaign.

1. Board of Trustees. The Board of Trustees and the officers of the University have ultimate responsibility and authority for the campaign. Success is possible only to the extent that these groups make the campaign a major interest. The objective is too large and important to be entirely delegated to a sub-committee or to campaign staff.

2. University of Pennsylvania Fund and General Alumni Society. The Board has delegated the active, detailed direction and operation of the campaign to the General Committee of the University of Pennsylvania Fund, and this Committee has added to its trustee membership representation from the General Alumni Society in accordance with the new plan by which the alumni organization has officially accepted responsibility for assistance in alumni fund-raising.
The Fund Committee might well serve as the Executive Committee of the campaign, since it is composed of leading trustees and alumni experienced in fund-raising. If the Fund Committee does not wish, however, to serve in this specific capacity - in addition to its other fund responsibilities - then an Executive Committee for the campaign must be organized under the Fund.

A. Chairman. If the Fund Committee serves as the campaign committee, its chairman, Mr. Henry B. Bryans, would be the General Chairman of the campaign.

B. Treasurer. The Treasurer of the University will serve as Treasurer of the campaign.

C. Director. Mr. Paul B. Hartenstein, Director of the University of Pennsylvania Fund, will serve as Campaign Director. The John Price Jones Corporation, which is retained by the University for advice on fund-raising and public relations, will be available for such planning and other technical assistance as the campaign committee may desire.

II. GENERAL COMMITTEE AND DEPARTMENTS OF WORK. The overall units of campaign organization will be the following:
1. Committee on Lists and Quotas. This will be a committee of from 10 to 15 men. Its function will be to advise on sources of lists of prospects, to rate the most important prospects, and perhaps to assign quotas to committees and to regions.

2. Committee on Bequests. For the long range effort, the University's work on behalf of bequests should be revived. A Committee on Bequests should be organized, its membership to consist of lawyers, trust officers, and others whose advice and help will be useful. Under its auspices a new bequest booklet should be prepared by the Department of Public Relations of the University and widely circulated at the proper time.

3. Committee on Foundations. The presently existing Committee on Foundations, or a new one for the purpose, should study the opportunity for foundation giving, prepare presentations to some of the 25 leading foundations, and arrange the approaches. It should be recognized that few foundations give to capital purposes (building or endowment). It will be necessary, therefore, to find short-term projects in the program which will be in accordance with the interests of the foundations.
4. Committee on Commerce and Industry. This will be an executive group responsible for the appeal to companies and firms. It will organize under it committees for solicitation of these groups as follows:

A. Committee on Finance
B. Committee on Industry
C. Committee on Commerce

5. General Committee on Advance Gifts. This should be the most productive committee in the campaign, as it is the group responsible for the large individual gifts. It should be composed of from 30 to 50 men capable of approaching prospects of wealth. The larger prospects for all projects would be handled by this committee or reviewed by this committee though sometimes assigned back to a project committee or a regional committee.

6. Department of Public Relations. The Department of Public Relations of the University will be in charge of publicity for the campaign. Dr. Oma Stanley, Director of Public Relations, is already engaged in the preparation of three of the most essential pamphlets. He will require help in order to produce all the pamphlets and the typewritten presentations which the various projects will require. Such help can be obtained on a temporary basis if not required by the University as a permanent addition to its staff.
7. Headquarters Office. Campaign Headquarters will be located either at the University or downtown, probably downtown. This office will be in charge of the lists, records, coordination, secretarial service, and the other details of campaign operation.

8. Comptroller. The Comptroller of the University will maintain records of disbursements from the campaign budget and of contributions to the campaign. He will maintain such statistics as are required, if necessary through the addition of a bookkeeper or statistician assigned to the headquarters staff.

III. REGIONAL AND PROJECT CAMPAIGNS. The foregoing pages have outlined the organization which will be common to the whole campaign. For widening the effort, both by projects and geographically, further subdivision of the organization will be necessary. These units are:

1. Project Study Committees. These will be committees of from three to ten, generally faculty members, whose functions will be in each case to:

   A. Study the project and make available information to the Department of Public Relations.
B. Assist in finding the sources of lists of potential prospects.

C. Serve as experts when brought into solicitation interviews.

D. Occasionally perhaps to solicit gifts.

2. Project Campaigns. For each of the projects semi-autonomous campaigns will have to be developed—unless the special gifts solicitation alone provides the money necessary for a given project. Each of these campaigns is different and must be individually planned. Suffice it to say that as soon as the medical-hospital project or the physics project or any other is ready for a wider and intensive effort, detailed plans must be prepared.

3. Regional Committees on Special Gifts. In the first stages of the campaign, some widening out will be possible through the creation of Regional Committees of Special Gifts. These committees, to be organized in New York, Pittsburgh, Chicago, and other cities will function under the General Committee on Advance Gifts and will work upon important regional prospects assigned by the central committee.
IV. GENERAL CAMPAIGN. Before the total sum is raised it will undoubtedly be advisable to develop a full-fledged campaign for all remaining projects. This will cover all alumni, industry, and citizens of the Philadelphia area. A separate plan for this effort will be prepared at the appropriate time. It will correlate the work already begun on the various projects and will be based upon the experience and testing which will have been done in the special phases of the campaign. The general campaign is at least a year or two off and possibly more.

V. CONCLUSION. In the early stages of the work, as indicated in this part, the effort will be largely with the few - top leadership, highly selected workers, carefully prepared presentations and pamphlets, and special prospects. As encouragement and experience grow, expansion will carry the appeal to farther reaches.
PART THREE - PLAN OF PUBLICITY

In this part are outlined briefly the publicity materials and media which will be utilized in the campaign to prepare the way for the solicitor.

I. PRESS. Newspaper publicity will be used to a relatively small extent in the first phase but will become increasingly important as the campaign becomes intensive and extensive. The financial program should be announced in the newspapers in the fall of 1946. Steps in organizing the campaign, significant gifts, and important meetings will provide major items of news as the work progresses.

II. LITERATURE. The major task in publicity at the start is to prepare the overall case and the case for each project. This will mean that all the projects must be thought through and planned in detail, costs broken down, and all the arguments marshalled. For some of the pieces architectural drawings will be required. The principal statements required are:

1. Major Pamphlet. This will be the key statement of the whole campaign. It should be interestingly written, well illustrated, and appropriately printed. It will set forth the theme and tone of the University and of its appeal. In addition it should have at least a page on each need.
2. **Project Pamphlets.** For each project a separate pamphlet will be required. These will include:

   A. Medicine and Hospital
   B. Physics, Mathematics, and Astronomy
   C. Library
   D. Chemistry
   E. Wharton School
   F. Women's Campus
   G. General Endowment
   H. Other Capital Needs.

3. **Bequest Pamphlet.** A new bequest pamphlet should be prepared, outlining memorial gift opportunities.

4. **Special Presentations.** For particular prospects, individual appeals relating to special projects will be prepared in typewritten form. Some of these will be aimed at a specific prospect's interest, while others may be prepared as basic pieces known to be required - as for example on professorships, scholarships, carrels and memorial rooms in the library, hospital, physics building, etc.

**III. FEATURES.** Various events should be held to demonstrate and dramatize the University's opportunities and needs. A number of these events would be in the form of cultivation meetings. For example, for medicine such a dinner as was held
last winter for physics or the "Eniac" dedication should be held. The program might be built around the contribution of wartime medicine to post-war practice and the announcement of plans for the medical center.

IV. SPEAKERS. An informal speakers bureau should be organized to furnish speakers on the various special projects in the campaign. The speakers would be both faculty members and laymen.

V. OTHER MEDIA. As the campaign progresses, mass publicity media will be required - such as radio and television, motion pictures, advertising, direct mail, etc. Plans for these will be developed later, after the foundation for educational publicity has been laid through the basic pieces.

VI. CONCLUSION. The educational program of a large campaign is a substantial task. Time is required for the expert preparation of the pieces, for their criticism and approval, for their printing, and for their proper distribution. It has been found that a minimum of three to six months are required to "sell" an idea.

This educational work, great as is its importance in a campaign, does not, however, raise the money. It is the softening up process in the battle, which can be successful only when the ground troops take over to reach the objectives.
PART FOUR - TIME SCHEDULE

A campaign of the size contemplated must be soundly planned and preparations must be complete. Impatience for the end results will inevitably lead to inadequate organization, case, prospect list, and cultivation and produce an abortive effort. It is important, therefore, to reach an understanding in advance on a realistic schedule to guide the effort. This part sets forth a proposal on the timing of the campaign.

I. SEPTEMBER TO DECEMBER, 1946

1. Plans
   Discuss and adopt plan and policy of campaign.
   Prepare detailed operating schedules for each month.
   Prepare plan of prospect list.
   Prepare campaign program for next year.

2. Headquarters
   Obtain more space.
   Employ technical and secretarial help.

3. Lists
   Employ list director and clerks.
   Begin to operate in accordance with list plan.
   Select first prospects, perhaps only 100 to 200 for this year.
4. Organization

Determine whether Fund Committee and Fund Chairman are to head up the campaign.

Enlist chairmen for the following committees:
- Lists and Quotas
- Commerce and Industry
- Advance Gifts
- Project Studies
- Project Campaigns
- Regional Special Gifts
- Bequests
- Foundations

Enlist workers for the foregoing committees.

5. Publicity

News
Announce program of needs and plans.

Pamphlets
- Preliminary announcement
- Physics pamphlet
- Medical pamphlet
- Major pamphlet

Cultivation
- Hold medical dinner.
- Hold physics meeting.
6. Solicitation

Assign top prospects.

Solicit top prospects and inside group.

Try to raise several million dollar gifts to match conditional offer of one.

II. JANUARY TO JUNE, 1947

Continue Special Gifts Campaign.

Develop Medicine and Physics into wider areas if they have produced encouragement.

Open up other projects.

Study government prospects as they develop from passage of appropriation bills.

III. FALL OF 1947

Conduct new phase of campaign as indicated by experience.

IV. 1948 AND LATER

Complete the whole program through a general widespread civic and alumni campaign and through bequests.

V. CONCLUSION. The foregoing is a suggestion for timing the campaign, in some detail in the remainder of this year but with steps for the years ahead left to be worked out in the light of progress made in the first phase. The reason for that is not lack of foresight in planning but the profound effects which the degree of success in the first efforts will have upon later decisions.
PART FIVE - BUDGET

The University of Pennsylvania Fund is operating for the year 1946-47 under a budget of approximately $35,000. This covers the salaries of the permanent staff and the normal year-round costs of operation. For the campaign, a substantial special appropriation for expense will be necessary, for additional staff, printing of pamphlets, rent, meetings, etc.

An estimate of the additional costs is as follows:

I. SALARIES

1. Executive

   Assistant Campaign Director, one year  $ 5,000.00

   Three men
   (Field Director, Director of Special Gifts and Commerce and Industry, Publicity)
   40 weeks at $150.  18,000.00

   List Supervisor, 50 weeks at $60  3,000.00

   $25,000.00

2. Secretarial and Clerical

   Secretary to Publicity Man
   40 weeks at $40  1,600.00

   Secretary to Field Director
   40 weeks at $40  1,600.00

   Secretary to Special Gifts Director
   49 weeks at $40  1,600.00
4 Typists, 40 weeks at $30  
File Clerk, 40 weeks at $40  
Office Boy, 40 weeks at $20  

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II. OTHER EXPENSES

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III. GRAND TOTAL

$62,000.00

IV. CONCLUSION. In short, the normal and extra expenditures for Fund work in 1946-47 are likely to total close to $100,000. This is a large sum. But with reasonable success in the raising of the early gifts, the cost should, on a percentage basis, bear favorable comparison with costs of fund-raising for other similar campaigns.