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Yenching

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Pierce & Hedrick Inc,
1930-1932

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*Superseded by
new contract
March 7, 1930*

YENCHING

**TRANSFER
Contract**

(January 16, 1930)

YENCHING UNIVERSITY

150 Fifth Ave.

NEW YORK, N.Y.

WITH

PIERCE & HEDRICK

INCORPORATED

THE FRENCH BUILDING

551 FIFTH AVENUE

NEW YORK, N. Y.

&

1032 PHELAN BUILDING

SAN FRANCISCO, CAL.

0775

This Agreement entered into this 16th day of January 1930,
between the Yenching University
of 150 Fifth Ave. New York City, hereinafter referred to as the party of the first
part, and PIERCE & HEDRICK, Incorporated, of New York and San Fran-
cisco, hereinafter referred to as the party of the second part,

Witnesseth:

Whereas the said party of the second part hereby agrees to direct for
and in behalf of the party of the first part, a campaign for funds, between
January 16, 1930, and April 9, 1930, and

Whereas the said party of the first part agrees to accept the services of
the party of the second part in directing said campaign,

It is hereby Agreed that said party of the second part shall provide the
service described below on the terms stated:

Advisory and counselling service of Pierce and Hedrick, Inc.,

Preparation of necessary publicity material;

Full time service of a competent campaign Director:

Payments to be made as follows:

\$2,000. on signing of contract (expense fund)
\$1,500. on Feb. 15, 1930;
\$1,500. on Mar. 15, 1930; and
\$5,000. additional when \$100,000 in cash or valid
pledges has been subscribed, and
\$6,000. additional when \$75,000. additional in cash
or valid pledges has been subscribed, and
\$6,000. additional for each and every additional
\$100,000. thereafter subscribed in cash or valid pledges.

It is agreed that proportional payments shall be
made for proportional amounts subscribed, not later than
one month after actual service is terminated.

It is further agreed that if the expenses during the
twelve weeks period are less than \$2,000. the party of the
second part shall refund to the party of the first part
the unused portion of the \$2,000. expense fund included above.

It is Further Agreed that said party of the second part, through their representative, shall have entire charge of the direction of the campaign, giving their best efforts to the organization and direction of the campaign committee of volunteer workers, and that the party of the first part hereto will give its hearty support and will enlist the support and co-operation of its friends as far as the same can be done, and further, the party of the first part agrees that it will do everything reasonable to advance the interests of the campaign.

It is Further Agreed that said party of the second part will cause to be rendered accurate reports of amounts of cash and subscriptions received each day of the campaign, and will cause all cash to be deposited to the account of the party of the first part in some bank or other depository to be designated by the party of the first part, it being understood that such cash will at no time be in the possession of the party of the second part.

It is Further Agreed that the party of the ^{second} ~~first~~ part will pay all necessary expenses incurred in the campaign, such as office expenses, printing, publicity, telephone and telegraph bills, cost of luncheons or suppers for committees, and traveling expenses of employed agents/ ^{representing party of the second part,} ~~the party of the first part, through an officially designated Finance Committee, shall have control of the expenditures for campaign purposes,~~ and shall render when requested to party of the first part, an account thereof.

In Consideration of the work that is to be performed by the said party of the second part, the said party of the first part does hereby agree to pay to the party of the second part the sum of Five Thousand

(\$5,000.) Dollars as set forth above, plus earned fees and subject to partial reimbursement as provided in this Agreement.

In Witness Whereof we have hereunto subscribed our names this 16th day of January, 1930.

TRUSTEES OF YENCHING UNIVERSITY

By /s/ George G. Barber, (L.S.)
Acting President

By /s/ B. A. Garside (L.S.)
Secretary

PIERCE & HEDRICK, Incorporated.

By Bayard W. Hedrick (L.S.)

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ANALYSIS OF CONTRACT OF JANUARY 16, 1930, WITH PIERCE & HEDRICK, AND
PROPOSED NEW CONTRACT

YENCHING

To the Finance Committee:

In submitting for your consideration a proposed new contract with
Pierce & Hedrick, I am also submitting an analysis of the existing contract
and the proposed new form in the hope that this may conserve your time in
studying the respective terms of the two. The draft of the new contract
has been drawn up after full discussion with the other two members of the
sub-committee appointed for this purpose, Messrs. Garside and Evans. It has
also been submitted to Mr. Merle-Smith for his legal judgment as to form and
phraseology, and incorporates all suggestions made by him.

TRANSFER

I. Present Contract.

1. Campaign director. 12 weeks test.
Expense fund \$2,000.

Fee during 12 weeks \$3,000.

Fee for first \$100,000. \$5,000.
Fee for additional \$75,000. \$6,000.
Fee for " \$100,000. \$6,000.

Proportional payments for proportional parts of these amounts.

Maximum cost of \$275,000, if secured in 12 weeks ... \$22,000 or 8%
Maximum cost of 12 weeks service, if without result \$5,000.

II. Proposed new contract.

Four campaign directors or any desired reduced number as called for on
two weeks notice - 12 weeks test.
Expense fund \$8,000 - which may be reduced at any time on two weeks
notice.

Only \$4,000 advanced before completing test of four weeks;
Then \$2,000, unless reduced upon two weeks notice;
Nothing further before completing test of eight weeks.
Then \$2,000, unless reduced on two weeks notice.

Assignment fee of \$225 per campaign director per week,
Total cost of campaign directors \$10,800 for 12 weeks, or a reduced amount
on two weeks notice at any time.

Under existing contract a fee of \$3,000 is charged for 12 weeks. This
is based upon a charge of \$250 per week for the campaign director assigned.
Under the proposed new contract, the fee is stated in the form of assignment
charges per week per campaign director--reduced to \$225--to render easier the
reduction of charge in case the campaign directors are withdrawn. If the larger
contract is adopted, the lower assignment charge will apply to the whole period
of the existing contract.

Fee for first \$200,000 \$5,000.
Fee for each additional \$100,000 6,000.
For fourth and fifth \$100,000 4,000. each
For each \$100,000 beyond \$500,000 2,500. each
Proportional payments for proportional fractions of these amounts.

Maximum cost of \$275,000 if secured in 12 weeks \$28,300. or 10+%

0779

Analysis #2

This comparison of cost and of risk indicates that the proposed new and enlarged campaign would have to be watched with the utmost care. In several conversations with Mr. Hedrick, however, I have been more and more impressed with the feeling that he and Mr. Pierce are honest and sincere and that they would consider it extremely disadvantageous to themselves to permit the contract to be protracted beyond a reasonable period of experiment unless the signs are altogether favorable for Yenching. In considering the proposed contract, much emphasis must be laid upon the right of Yenching to determine how many men shall be assigned and also to withdraw in part or entirely at any time on two weeks notice given. Moreover, Mr. Hedrick requested that this privilege of reduction or withdrawal be given his firm also. He stated that the firm would wish to be in a position to guard against unwise expenditure.

My recommendation is in favor of the proposed new *contract. I feel that in spite of the increased risk, it is the only way in which Yenching can have the advantage of maximum service from a very competent organization during the period when Dr. Stuart is available. I feel that we are sufficiently safe-guarded in having the right at any time to request the discontinuance of effort at any particular place or by any particular director.

O. D. Wannamaker

* The following analysis of the Tamblin & Brown contract of December 14, 1927 may throw light upon the question. Items as follows:-

Objective of contract \$300,000 changed later to \$400,000.
Time limit $6\frac{1}{2}$ months.
1 campaign director.
Maximum expense fund, subject to accounting \$15,000.
Fee for period of service whether any money should be raised or
not \$10,000.
Additional fee in case \$200,000 should be
raised (time limit on this item later
changed from $6\frac{1}{2}$ months to $9\frac{1}{2}$ months), \$ 5,000.

It would certainly seem that an estimated expense fund of \$15,000 and a fee of \$10,000 (without guarantee of any results) for a single campaign director working for $6\frac{1}{2}$ months is distinctly less favorable to Yenching University than an estimated maximum expense fund of \$8,000 and an assignment charge of \$10,500 for four campaign directors working for three months.

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YENCHING UNIVERSITY

(Incorporated 1889 as Peking University)

OFFICERS OF THE TRUSTEES

FRANKLIN H. WARNER, *President*
WILLIAM P. SCHELL, *Vice-President*
MRS. J. M. AVANN, *Vice-President*
E. M. MCBRIER, *Treasurer*
ERIC M. NORTH, *Assistant Treasurer*

B. A. GARSIDE
Secretary and Assistant Treasurer

燕 京 大 學

PEKING, CHINA

Christian — International — Co-educational

AMERICAN OFFICE
150 FIFTH AVENUE
NEW YORK CITY

OLIN D. WANNAMAKER
Assistant to the President

OFFICERS OF THE UNIVERSITY

J. LEIGHTON STUART
President

WU LEI-CHUAN
Vice-President

HENRY W. LUCE
Vice-President in America

YENCHING

TRANSFER

NEW CONTRACT WITH PIERCE AND HEDRICK

THIS AGREEMENT entered into this 7th day of March, 1930, between the YENCHING UNIVERSITY of 150 Fifth Avenue, New York, hereinafter referred to as the party of the first part, and PIERCE & HEDRICK, Incorporated, of New York and San Francisco, hereinafter referred to as the party of the second part,

WITNESSETH:

WHEREAS the said party of the second part hereby agrees to direct for and in behalf of the party of the first part, a campaign for funds, between March 7, 1930, and June 7, 1930, and

WHEREAS the said party of the first part agrees to accept the services of the party of the second part in directing said campaign,

IT IS HEREBY AGREED that said party of the second part shall provide the service described below on the terms stated:

Advisory and counselling service of Pierce & Hedrick, Inc.;
Preparation of necessary publicity material;
Full time service of four (4) campaign directors, or any smaller number, as stipulated below.

IT IS FURTHER AGREED that said party of the second part, through their representative, shall have entire charge of the direction of the campaign, giving their best efforts to the organization and direction of the campaign committee of volunteer workers, and that the party of the first part hereto will give its hearty support and will enlist the support and co-operation of its friends as far as the same can be done, and further, the party of the first part agrees that it will do everything reasonable to advance the interests of the campaign.

IT IS FURTHER AGREED that said party of the second part will cause to be rendered accurate reports of amounts of cash and subscriptions received each day of the campaign, and will cause all cash to be deposited to the account of the party of the first part in some bank or other depository to be designated by the party of the first part, it being understood that such cash will at no time be in the possession of the party of the second part.

IT IS FURTHER AGREED that the party of the second part will pay all necessary expenses incurred in the campaign, such as office expenses, printing, publicity, (including 1,000 copies of an issue of 3,000 copies of the "Case Book" now in manuscript form), telephone and telegraph bills, cost of lunch-

New Contract with Pierce and Hedrick -2

eons or suppers for committees, and traveling expenses of employed agents representing the party of the second part, and shall tender to the party of the first part from time to time, when requested, a full accounting thereof.

IN CONSIDERATION of the work that is to be performed by the said party of the second part, the said party of the first part does hereby agree to pay to the party of the second part the sum of EIGHT THOUSAND (\$8,000) Dollars, as an expense fund, payments thereto to be made as follows, it being understood, however, that any surplus still unexpended by the party of the second part at the end of the fourth week and of the eighth week respectively shall be deducted from the payments designated below for these dates, and that any unexpended portion at the close of the campaign shall be refunded to the party of the first part.

\$4,000 upon signing of the contract;
\$2,000 at the end of the fourth week;
\$2,000 at the end of the eighth week.

IT IS FURTHER AGREED that upon the signing of this contract, the party of the first part shall pay to the party of the second part a fee for the services of the two campaign directors now engaged—one in California and one in Boston, at the rate of \$225 per week per director for the time each has actually been assigned and that this payment shall be accepted by the party of the second part in lieu of the fee of \$3,000 required for twelve weeks' service of one campaign director under the contract dated January 16, 1930, whereupon that contract shall become null and void and the party of the second part shall thereupon render a full accounting for all expenditures made under that contract, and further that the unexpended balance of the expense fund of \$2,000 furnished by the party of the first part shall be considered as constituting a portion of the first payment of \$4,000 to be made toward expenses under the present contract.

IT IS FURTHER AGREED that, in consideration of the service thus to be rendered by the party of the second part, the party of the first part shall make the following additional payments to the party of the second part, with the understanding that all subscriptions accepted by the University in its own behalf or for any institution uniting in the campaign, shall be included in computing fees to be paid, with the sole exception that gifts which may be secured from any Princeton alumnus named in a list of one hundred persons to be mutually agreed upon, shall not be included.

For the first \$200,000 a fee of \$5,000;
For the third \$100,00 an additional fee of \$6,000;
For the fourth and fifth \$100,000 an additional fee of \$4,000 each. For each \$100,000 beyond this total, an additional fee of \$2,500
For any proportional part of these amounts secured during the continuance of the campaign or during one month thereafter, a proportionate part of the fee designated for that round sum.

IT IS FURTHER AGREED that from the date of the signing of this contract, the party of the first part shall pay to the party of the second part, a fee for the campaign directors assigned to this campaign, at the rate of Two Hundred and Twenty-Five (\$225) Dollars per week for each director during his period of

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New Contract with Pierce and Hedrick - 3

assignment. This fee shall be paid bi-weekly.

IT IS FURTHER AGREED that at any time prior to the actual assignment of the total number of campaign directors called for by this contract the number to be assigned may be reduced without previous notice upon the advice of either party of this contract; and it is further agreed that upon the advice of either party to this contract given at any time after the assignment of any or all of the campaign directors called for and after two weeks' notice any or all of the campaign directors will be withdrawn by the party of the second part. It is further agreed that in the event of reduction of the number of campaign directors there shall be a corresponding reduction in the payments thereafter due by the party of the first part to the party of the second part on account of expense.

IT IS FURTHER AGREED that copies of all data accruing to the party of the second part in the prosecution of this campaign shall be furnished to the party of the first part at least once every two weeks.

IN WITNESS WHEREOF we have hereunto subscribed our names this 7th day of March, 1930.

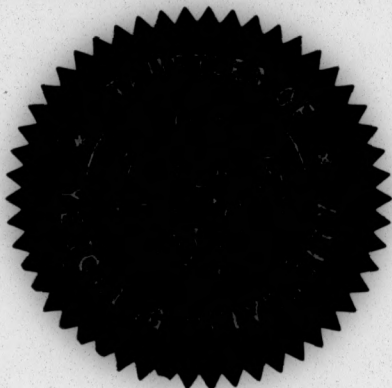
BOARD OF TRUSTEES, YENCHING UNIVERSITY

By George E. Barber (L.S.)
(Acting President)

By B. A. Arnold (L.S.)
(Secretary)

PIERCE & HEDRICK, Incorporated,

By Bayard W. Hedrick (L.S.)



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LYMAN L. PIERCE,
PRESIDENT
BAYARD M. HEDRICK,
VICE-PRES & GEN'L MGR
CLIFFORD PIERCE,
VICE-PRESIDENT
FLOYD C. FREEMAN,
VICE-PRESIDENT
HARRY D. CROSS,
VICE-PRESIDENT

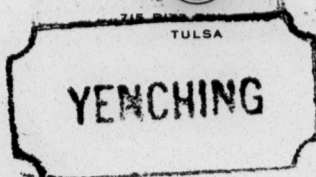
PIERCE AND HEDRICK
INCORPORATED

551 FIFTH AVENUE
NEW YORK



PHILAN BUILDING
SAN FRANCISCO

C. E. BUCHNER,
VICE-PRESIDENT
H. P. DEMAND,
VICE-PRESIDENT
CHARLES STELZLE,
PUBLICITY COUNSELLOR
M. B. MACCAULEY,
SECRETARY



TRANSFER

July 3rd
1930

Mr. O. D. Wannamaker,
Yenching University,
150 Fifth Ave.,
New York, N. Y.

Dear Mr. Wannamaker:

Answering your question as to whether or not annuities and amounts written into wills during the canvass for funds under our contract with Yenching University shall count in establishing the basis for earned fees, would say that it is not our policy to count these.

Sincerely yours,

Bayard M. Hedrick
Bayard M. Hedrick

BMH/G

0784

YENCHING

TRANSFER

CONTRACT BETWEEN YENCHING UNIVERSITY, 150 FIFTH AVENUE, NEW YORK
and
PIERCE & HEDRICK, Incorporated, 551 FIFTH AVENUE, NEW YORK

THIS AGREEMENT entered into this 7th day of July 1930,
between YENCHING UNIVERSITY of 150 Fifth Avenue, New York, hereinafter
referred to as the party of the first part, and PIERCE & HEDRICK, Incorporated,
of NEW YORK and SAN FRANCISCO, hereinafter referred to as the
party of the second part,

WITNESSETH:

WHEREAS the said party of the second part hereby agrees to direct
for and in behalf of the party of the first part, a general and systematic
program for the purposes of making the University more widely and favorably
known, gaining new friends for the institution, and obtaining additional
funds for its requirements, this program to continue under the terms of the
present agreement for twelve (12) months except that after the party of the
first part shall have used the service of one campaign director representing
the party of the second part for a total of three (3) months, either in a
single period of time or in more than one period within twelve (12) months,

this contract may then be terminated upon two week's notice given
by either party to the other. This agreement may be extended by mutual
consent.

WHEREAS the said party of the first part agrees to accept the
services of the party of the second part in directing the said program,

IT IS HEREBY AGREED that the said party of the second part shall
provide the service described below on the terms stated:

A thorough-going study, survey and analysis of the
present mailing list, and cultivation materials
and methods of the Promotional Office of the
University;
Advisory and counselling service of Pierce & Hedrick,
Inc., with regard to all aspects of promotion;
Adoption of systematic methods and schedule for all
promotional work;
Preparation of all necessary publicity material
whether printed, multigraphed or typed;
Full-time service of one or more campaign directors
when and as requested according to conditions
specified below.

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IT IS FURTHER AGREED THAT the said party of the second part shall have entire charge of the direction of this promotional program, giving its best efforts to the organization and direction of the program, the discovery, selection and use of volunteer workers; and that the party of the first part hereto will give its hearty support, and will enlist the support and cooperation of its friends as far as this can be done; and further, that the party of the first part agrees that it will do everything reasonable to attain the purposes of the program.

IT IS FURTHER AGREED that everything undertaken by the party of the second part shall be after consultation with and the approval of the Assistant to the President of Yenching University, as official representative in all promotional work.

IT IS FURTHER AGREED that the party of the second part will cause to be rendered accurate reports of amounts of cash and subscriptions received, and will deliver to the Treasurer of Yenching University through the Assistant Treasurer, all cash, checks, and pledges received by the party of the second part, it being understood that such cash, checks, or pledges will at no time be in the possession of the party of the second part.

IT IS FURTHER AGREED that the party of the first part will periodically inform the party of the second part concerning all pledges received by the University from the date of the signing of this contract and until its termination, and payments upon the same.

IT IS FURTHER AGREED that the headquarters of this promotional program is to be the promotional office of Yenching University located at 150 Fifth Avenue, New York City, and that this office is to be under the charge of the Assistant to the President of Yenching University; and furthermore that the party of the first part will pay all necessary expenses approved by the representative of Yenching University which are incurred in this program of work,

such as printing, publicity and circular letters, routine correspondence, telephone and telegraph bills, cost of entertainment of any character, with the exception of any expenses incurred by the employed agent or agents representing the party of the second part.

IT IS FURTHER AGREED that the said party of the first part will entrust to the said party of the second part a revolving fund of FIVE HUNDRED (\$500.00) DOLLARS as an expense fund, at such time as the party of the second part shall provide the full-time service of one campaign director, this expense fund to be duplicated for each additional campaign director engaged; and that the party of the second part will pay from this fund for all expenses incurred by such campaign director or directors, and will submit to the party of the first part bi-weekly expense statements, accompanied by satisfactory vouchers for all payments from this expense fund, whereupon the party of the first part will replace in the expense fund held by the party of the second part a sum equal to such statements, so far as they are approved by the party of the first part.

IT IS FURTHER AGREED that at the expiration of each two weeks' service rendered by each campaign director representing the party of the second part, the party of the first part will pay to the party of the second part the sum of TWO HUNDRED TWENTY-FIVE (\$225.00) DOLLARS per week.

IT IS FURTHER AGREED that in consideration of the service thus to be rendered by the party of the second part, the party of the first part shall make the following additional payments to the party of the second part, with the understanding that all subscriptions accepted by the University shall be included in computing fees to be paid, with the exception that gifts which may be secured from any Princeton alumnus named in a list dated March 10, 1930, consisting of approximately one hundred persons, already submitted to the party

of the second part, shall not be included; and except also that gifts secured by Dr. Chester E. Jenney through his exclusive initiative and efforts shall not be included.

THE EARNED COMPENSATION of the party of the second part is to be as follows:

For the first \$200,000 a fee of \$5,000
For the third \$100,000 an additional fee of \$6,000;
For the fourth and fifth \$100,000 an additional fee of \$4,000 each. For each \$100,000 beyond this total, an additional fee of \$2,500;
For any proportional part of these amounts secured during the continuance of the campaign or during one month thereafter, a proportionate part of the fee designated for that round sum.

IT IS FURTHER AGREED that all data accruing to the party of the second part in the prosecution of this campaign shall be furnished to the party of the first part at least once every two weeks.

IN WITNESS WHEREOF we have hereunto subscribed our names this *7th* day of *July* 1930.

BOARD OF TRUSTEES, YENCHING UNIVERSITY

By *E. M. McBrier* (L.S.)
Secy

By _____ (L.S.)

PIERCE & HEDRICK, Incorporated,

By *Bayard M. Hedrick* (L.S.)

Excerpt from Minutes of Special Committee appointed by the Trustees (May 18th, '31)
which met on June 9th, 1931-

Present:

Dr. Thompson, Chairman
Mr. E.M. McBrier
Mr. Sidney D. Gamble

Executives: O.D. Wannamaker, B.A. Garside.

Mrs. J.H. Finley was out of the city.

CONTRACT WITH PIERCE & HEDRICK.

P-3 VOTED that the existing contract with Messrs. Pierce & Hedrick
be extended by mutual consent without any specified time
limit, the terms of the contract remaining unaltered.

LYMAN L. PIERCE
PRESIDENT
BAYARD M. HEDRICK
VICE-PRES. & GENL. MGR.
CLIFFORD PIERCE
VICE-PRESIDENT
FLOYD C. FREEMAN
VICE-PRESIDENT

PIERCE AND HEDRICK
INCORPORATED

500 FIFTH AVENUE
NEW YORK

715 RITZ BUILDING
TULSA



PHILAN BUILDING
SAN FRANCISCO

100 N. LA SALLE STREET
CHICAGO

C. E. BUCHNER
VICE-PRESIDENT
H. P. DEMAND
VICE-PRESIDENT
HARRY D. CROSS
VICE-PRESIDENT
M. B. MACCAULEY
SECRETARY

New York City
June 23rd
1931

Mr. Olin D. Wannamaker,
Assistant to the President,
Yenching University,
150 Fifth Ave.,
New York, N. Y.

My dear Mr. Wannamaker:

This acknowledges receipt of your communication covering the action of the Board with reference to our contract. We appreciate this very much and assure you that we will do all in our power to make the program as productive as possible. We also hope that it will be possible to set up the \$250,000 campaign for early successful completion and I shall hope to discuss plans for this with you in the near future.

Sincerely yours,

Bayard M. Hedrick
Bayard M. Hedrick

BMH/G

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filed 1/11
cc to Finley R. H.
Dr. Thompson
McBrier.
Bog
Dr. T. S.
Dr. Henry
Lingnan
Esborn
P. H. Smith

Conference between Mr. Pierce and Mr. Hedrick representing
Pierce & Hedrick, and Mr. McBrier, Dr. Thompson and Mr.
Wannamaker, representing Yenching University Trustees.

October 1st, 1931.

Regarding the Financial Effort in Behalf of Yenching and Lingnan.

Mr. Wannamaker had requested Mr. Hedrick to telegraph for Mr. Wills to come to New York from California for a conference, and this conference with the heads of the firm and later with Mr. Wills and Mr. Aydelott was arranged for this morning.

Mr. Wannamaker requested that Messrs. Pierce and Hedrick express their frank judgment as to whether under present abnormal conditions there is sufficient prospect of actual results from financial effort to justify expenditure in the formation of a committee and in direct solicitation. Mr. Pierce replied in substance as follows:-

That the raising of funds, except in extremely few instances of special interest, will be almost impossible, but that preparatory work ought to be done in the formation of committees and enlisting of intelligent interest in order to be ready for more active campaigning as soon as conditions improve. He did not believe that any money could be secured on the Atlantic seaboard except from an extremely small number of persons already interested and whose finances are in a better condition than that generally prevailing. He had been studying carefully the whole subject of annuities which had become a very important item in the financing of several mission boards in the last few years. He stated that the annuity had become much more attractive because of arrangements of re-insuring annuities. He recommended that Yenching should seek for annuities from elderly persons.

Mr. Pierce was asked whether he felt that on the Pacific Coast the conditions were more favorable and that it might be reasonable to expect actual donations. He replied that he did believe that Wills could raise money on the Pacific Coast. He quoted Wills as saying that he believed a forty weeks' engagement ought on a very conservative basis to result in \$40,000 in pledges. Mr. Pierce stated that he believed this a very conservative estimate. He felt that the Pacific Coast is not so depressed psychologically as the Atlantic seaboard and is more alive to conditions in the orient.

Mr. Wannamaker urged that Mr. Wills should be retained in New York for two weeks to unite with Mr. Aydelott and endeavor to increase a committee we are endeavoring to form for Yenching from its present enrollment of seven to 15-20 members. Mr. Wannamaker stated that he felt cooperation with Mr. Aydelott was necessary and that if after two weeks' joint effort by Mr. Aydelott and Mr. Wills a committee of sufficient size and satisfactory character could not be completed, the effort had probably best be abandoned. Both Mr. Hedrick and Mr. Pierce agreed with this judgment.

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Conference October 1, 1931, page 2.

Mr. McBrier and Dr. Thompson concurred in the suggestion that Mr. Wills be retained for this cooperation for a period of approximately two weeks, and then begin work on the Pacific Coast.

The question was raised as to what should be done after the completion of the committee. This was left for future consideration with the general understanding that the interest of the committee would be continually cultivated and kept alive no matter whether direct solicitation with the cooperation of the committee should prove practicable during the next few months or not.

Mr. Wannamaker referred to the fact that with the consent of Doctor Stuart and Doctor Henry all possible united effort in behalf of the two universities was to be carried out. He explained that he had wished to bring Lingnan in to the New York effort, but had found Mr. Chevalier quite unwilling at this juncture to see the partly formed committee made a joint committee, and Mr. Wannamaker would, therefore, not be able to endeavor to change the Philadelphia Lingnan committee to a joint committee. Mr. W. believes, however, that everywhere else efforts should be for the two universities together. Mr. McBrier and Doctor Thompson agreed to this interpretation of the understanding.

Doctor Thompson was forced to leave after a few minutes' conversation with Mr. Wills. The other gentlemen remained for a further consultation with Mr. Wills and Mr. Aydelott, who were requested to work unitedly and ^{to} complete as rapidly as possible the formation of the New York committee.

O. D. Wannamaker

ODW*KK

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-COPY-

October 3, 1931

By Mr. Mc Brien
MEMO REQUESTED ON MR. PIERCE'S
STATEMENT BEFORE THE YENCHING
COMMITTEE

to campaign

The Pierce and Hedrick attitude varies widely in advice to Institutions at this time of depressed business conditions. At the present time in most parts of the country the only appeal which can justify itself is the emergency appeal. Relief of distress and matters of simple life and death in Institutions justifies a financial appeal even now and will meet with moderate success. Another classification of Institutions are those which face the necessity of making an appeal during the next two or three years. If this is unavoidable our recommendation is that preparatory steps be taken as soon as possible. These preparatory steps center in building the skeleton at least of a future organization. While in our judgment there will be an upturn of business conditions within the next few months sufficient to give encouragement to the country and modify at least the present state of mind, we would say that if business conditions have not materially changed by January 1, 1933, we should take the attitude that a new standard of normalcy has been established. It would be perfectly obvious that by that date if there is not a decided upturn, we must conform our thinking to new standards and must adjust ourselves to present conditions as a normal state of affairs. By that time we believe under those circumstances the American people would be ready to resume normal relationships to all the legitimate claims against them.

In the case of Yenching, it is our judgment that the conditional offer of the Rockefellers should be faced and met between now and January 1, 1933. If the Committee agrees with us in this, it should in our judgment make provision for a construction program which will be designed, (1st) to build a strong skeleton organization and (2nd) to undertake to secure as we proceed sufficient money as a minimum to cover expenses.

In the East in most centers we believe this would require an outlay for some weeks without appreciable return. On the Pacific Coast in our judgment within ninety days such a program should yield returns which will cover in a forty week period all expenses and yield a net return of as much as \$40,000. This, of course, is conjectural but it is based on our familiarity with the territory and on our experience.

Institutions which do not contemplate nor absolutely require additional funds during the next three years can well afford to await developments. It is perfectly apparent to us that just as soon as there is an appreciable upturn in business conditions there is going to be an avalanche of campaigns. When that time arrives the Institution which has been making preparation is going to have all the advantage. Committees which have been formed will have been pre-empted for the project and will have given it priority in their planning. This is our whole philosophy where we are recommending preparatory steps. It's going to mean a great deal to have Committees which have committed themselves to specific projects in advance.

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In our opinion it would not be necessary for such Committees to be entirely inactive. They could be constantly stimulated. My thought would be that such a Committee would be organized and would take the following course of action.

- 1st - A carefully prepared letter should be sent at least monthly by Dr. Stuart keeping the Committee fully informed about developments in China and the outlook in the University. This in itself would be exceedingly stimulating and would be regarded as an honor and a privilege by members of the Committee.
- 2nd - Advantage should be taken of every opportunity to secure as special guests of the Committee for luncheon events, visitors from China. The Committee could enlarge its influence by inviting in its friends, always making sure that there would be a pertinent and impressive reference to Yenching in these considerations.
- 3rd - The Committee could prepare a list of friends to whom they would be willing to send communications implying, of course, that while no immediate appeal is to be made it is inevitable that Yenching, as soon as conditions will justify, prepare to meet certain large challenges which have been made and suggesting that these friends put Yenching nearer the top of their list for consideration when conditions justify proceeding. The significance of Yenching both to America and to the Orient should be impressibly stated. These letters could go at intervals thus providing a cultivated constituency when the time comes.

In my judgment, this process would justify an expenditure of money if it is available simply as an investment in futures.

LLP/G

New York City
October 23, 1931

MEMORANDUM TO MR. WANNAMAKER

*Mr. McBrier: Please
submit this for
our files.*

Mr. Aydelott and I have been in conference several times since we saw you about the proposed Yenching Advisory Committee meeting. There are two objectives as I see it in this meeting. The first and most important is to confirm and cement the interest of those already committed. The second objective is to interest a few new members. In my judgment it would be unsafe to have very many new and uncommitted people in that meeting. It must be dominated by those who have already committed themselves to the work. Therefore it would seem to me that only four or five persons who have not completely given their consent to go on the Committee should be invited.

Having this definite picture of the meeting in mind, I believe the suggestions which came out in our conference the other morning with you and Mr. McBrier with reference to speakers are worth our serious consideration. The more I think of it the more I am inclined to like your suggestion of Mr. Boyd and Mr. McBrier's suggestion of Dr. Mott. If Mr. Boyd could speak of the value of this enterprise to China in its relation to business and civilization generally I think it would be very effective. If Dr. Mott would speak of Yenching and its work with reference to its influence on human relations and civilization generally and its consequent value to the world at large, I think this would cover the inspirational requirements of the occasion. Then I think a very brief and succinct statement of the program the Committee is undertaking should be presented by some member of the Yenching Board. This statement should include,

1st - The responsibility of the American Board for the direction and maintenance of Yenching.

2nd - The present situation of Yenching with reference to education in China.

3rd - A brief statement concerning the financial situation of Yenching. (This should have to do with its resources in endowments and buildings.)

4th - A brief statement about the conditional gifts which have been offered the University.

5th - A statement that the committee is to continue increasing its numbers, to keep completely informed, to secure and disseminate information about the University, educational work in China and the general conditions prevailing there.

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6th - At a time the Committee deems wise and propitious to make an appeal for funds sufficient to realize on the conditional gifts.

We believe that very active promotional work after this committee meeting should be carried on to rapidly increase the committee to as large a number as possible so that when that group of Americans who are attending the Institute of Pacific Relations in Shanghai returns, outstanding representatives of that group may be invited to appear before the Committee.

Bayard M. Hedrick

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LYMAN L. PIERCE
PRESIDENT
BAYARD M. HEDRICK
VICE-PRES. & GENL. MGR.
CLIFFORD PIERCE
VICE-PRESIDENT
FLOYD C. FREEMAN
VICE-PRESIDENT

PIERCE AND HEDRICK INCORPORATED

500 FIFTH AVENUE
NEW YORK



PHILAN BUILDING
SAN FRANCISCO

715 RITZ BUILDING
TULSA

100 N. LA SALLE STREET
CHICAGO

C. E. BUCHNER
VICE-PRESIDENT
H. P. DEMAND
VICE-PRESIDENT
HARRY D. CROSS
VICE-PRESIDENT
M. B. MAC CAULEY
SECRETARY

New York City
November 16th
1931

Mr. Olin D. Wannamaker,
150 Fifth Ave.,
New York, N. Y.

Dear Mr. Wannamaker:

Attached hereto is a copy of a letter I have just received from Mr. Wills. I am passing this on immediately for your information and would like to see you tomorrow morning to discuss this situation.

I have just been reviewing our service with Yenching and Lingnan and find that we have given continuous counsel and continuous publicity service even when we do not have men assigned on a compensation basis so that in total we are giving a service that actually represents more in cost than the weekly compensation which has been paid during the last twelve months. Now we regard the arrangement as satisfactory during these very unusual and difficult times because we hope that when times improve and more satisfactory results can be obtained we will be compensated for these losses.

For your personal understanding of the situation I want to say that we have carefully appraised the overhead cost of assignment and are giving Yenching and Lingnan the advantages of a rate which is really a little less than the actual overhead costs of the service. These rates must include a fair portion of our office expense, the publicity service, and the counseling service as well as the actual personal full time service of the man on the job. When there is no man on the job and the counseling service and the publicity service are continued as they have been during the past service that, of course, must be covered out of the payments which are received when there is a man on the job.

I wanted you to understand this because someone in your organization may raise the question as to why it costs \$225. to have a director assigned. As a matter of fact you have a great deal more than that and you have been gracious enough to say to me that you understand it and appreciate it.

I hope the Wills episode will not embarrass our relations with Yenching and Lingnan. We are most anxious to continue them because we have a real interest in these causes and are anxious to make more productive as the opportunity opens up, our experience and understanding of the needs, and the importance of these projects.

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Mr. Olin D. Wannamaker -

I will call you in the morning and hope that it will
be possible for you to see me.

Sincerely yours,

Bayard Rust Hedrick
Bayard M. Hedrick

BMH/G

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Yenching Joint Meeting
June 28, 1932

Appendix D

CONTRACT BETWEEN YENCHING UNIVERSITY, 150 FIFTH AVENUE, NEW YORK
and
PIERCE AND HEDRICK, INCORPORATED, 500 FIFTH AVENUE, NEW YORK

THIS AGREEMENT entered into this day of July, 1932, between
YENCHING UNIVERSITY of 150 Fifth Avenue, New York, hereinafter referred to as
the party of the first part, and PIERCE & HEDRICK, Incorporated, of NEW YORK
and SAN FRANCISCO, hereinafter referred to as the party of the second part,

WITNESSETH:

WHEREAS the said party of the second part agrees to direct for and
in behalf of the party of the first part a Promotional Department conducting
a general and systematic program for the purpose of making the University
more widely and favorably known, gaining new friends for the institution and
obtaining necessary funds for its requirements.

WHEREAS the said party of the first part agrees to accept services of
the party of the second part in directing the said program, it is hereby
agreed that the party of the second part shall provide the service described
below on the terms stated:

- (1) The advisory and counselling services of Pierce & Hedrick, Inc.
- (2) Preparation of Publicity materials
- (3) One-quarter of the time of either Lyman L. Pierce or
Bayard M. Hedrick as Promotional Director.
- (4) The full time services of an experienced Executive as
organizer and field representative.
- (5) The full time services of special solicitors when and as
required by the party of the first part according
to the conditions specified below.

IT IS FURTHER AGREED that the said party of the second part shall
have entire charge of the direction of this promotional program, giving its
best efforts to the organization and direction of the program, the selection
and use of volunteer workers as well as paid workers, and that the party of
the first part hereto shall give its hearty support and will enlist the
support and cooperation of its friends as far as this can be done, and
further, that the party of the first part agrees that it will do every-
thing reasonable to attain the purposes of this program.

IT IS FURTHER AGREED that everything undertaken by the party of
the second part shall be after consultation and with the approval of the
Promotional Committee appointed by the Board of the University.

IT IS FURTHER AGREED that the party of the second part shall cause
to be rendered accurate reports of amounts of cash and subscriptions received,
and will deliver to the Treasurer of Yenching University all cash, checks,
and pledges received by the party of the second part, it being understood
that such cash, checks, or pledges will at no time be in the possession
of the party of the second part.

IT IS FURTHER AGREED that the party of the first part will periodically inform the party of the second part through the means of detailed reports the progress of this program from the signing of this contract until its termination.

IT IS FURTHER AGREED that the headquarters of the Promotional Program is to be the offices of Yenching University located at 150 Fifth Avenue, New York City and that this office is to be under the charge of the designated executive of Pierce and Hedrick, Inc. and a staff selected and directed by him;

AND IT IS FURTHER AGREED that the party of the first part will pay all necessary expenses approved by the Promotional Committee which are incurred in this program of work such as printing, publicity and circular letters, routine correspondence, telephone and telegraph bills, and cost of entertainment of any character.

IT IS FURTHER AGREED that the said party of the first part will entrust the party of the second part a revolving fund of FIVE HUNDRED DOLLARS (\$500.00) as an expense fund, and that the party of the second part will pay from this fund all expenses incurred by the Executive and staff members, including the following items:

An expense allowance of \$35. per week for each person assigned;
All necessary travel and incidental expenses incurred therein.

and will submit to the party of the first part periodically, weekly expense statements for all payments from this expense fund whereupon the party of the first part will replace in the expense fund held by the party of the second part a sum equal to such statements.

IT IS FURTHER AGREED that the party of the first part may, upon request of the Promotional Committee, have one or more special solicitors assigned for special services for such periods as it may deem necessary and it is also agreed that the party of the first part will pay to the party of the second part for such services the exact compensation paid by the party of the second part to these solicitors plus a weekly supervision fee of \$25.00 weekly for each solicitor thus employed, whether he be recruited from the staff of Pierce and Hedrick, Inc. or from other sources.

IT IS FURTHER AGREED that no solicitors will be engaged by the University except through the agency of Pierce and Hedrick, Inc.

IT IS FURTHER AGREED that at the expiration of each two weeks' service rendered by the party of the second part the party of the first part will pay to the party of the second part the sum of \$450. (\$225. per week). It is further agreed that in consideration of the service thus to be rendered by the party of the second part the party of the first part shall make the following additional payments of earned fee compensation to the party of the second part with the understanding that all subscriptions received and accepted by the University shall be included in computing the fees to be paid. This earned fee compensation is to be as follows:

For all budget requirements no earned fee;
For the first \$50,000 after all budget requirements have
been met, no earned fee;
For the next \$50,000 an earned fee of \$1,250;
And for each \$50,000 thereafter, an earned fee of \$2,500.
For any proportional part of these amounts secured during
the year or during one month thereafter, a proportional
part of the fee designated for that round sum.

IT IS FURTHER AGREED that the duration of this contract shall be
for the period of one year and by mutual agreement it may be continued
from year to year.

IN WITNESS WHEREOF we have hereunto subscribed our names this _____
day of July, 1932.

BOARD OF TRUSTEES, YENCHING UNIVERSITY

By _____ (L.S.)

By _____ (L.S.)

PIERCE & HEDRICK, Incorporated

By _____ (L.S.)

July 1, 1932

CONTRACT BETWEEN YENCHING UNIVERSITY, 150 FIFTH AVENUE, NEW YORK

and

PIERCE and HEDRICK, Incorporated, 500 Fifth Avenue, NEW YORK

THIS AGREEMENT entered into this 1st day of July 1932, between YENCHING UNIVERSITY of 150 Fifth Avenue, New York, hereinafter referred to as the party of the first part, and PIERCE & HEDRICK, Incorporated, of NEW YORK and SAN FRANCISCO, hereinafter referred to as the party of the second part,

WITNESSETH:

WHEREAS the said party of the second part agrees to direct for and in behalf of the party of the first part a Promotional Department conducting a general and systematic program for the purpose of making the University more widely and favorably known, gaining new friends for the institution and obtaining necessary funds for its requirements.

WHEREAS the said party of the first part agrees to accept services of the party of the second part in directing the said program, it is hereby agreed that the party of the second part shall provide the service described below on the terms stated:

The advisory and counselling services of Pierce & Hedrick, Inc.
Preparation of Publicity materials.
One-quarter of the time of either Lyman L. Pierce or
Bayard M. Hedrick as Promotional Director.
The full time services of an experienced Executive as
organizer and field representative.
The full time services of special solicitors when and as
required by the party of the first part according to
the conditions specified below.

IT IS FURTHER AGREED that the said party of the second part shall have entire charge of the direction of this promotional program, giving its best efforts to the organization and direction of the program, the selection and use of volunteer workers as well as paid workers, and that the party of the first part hereto shall give its hearty support and will enlist the support and cooperation of its friends as far as this can be done, and

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further, that the party of the first part agrees that it will do everything reasonable to attain the purposes of this program.

IT IS FURTHER AGREED that everything undertaken by the party of the second part shall be after consultation and with the approval of the Promotional Committee appointed by the Board of the University.

IT IS FURTHER AGREED that the party of the second part shall cause to be rendered accurate reports of amounts of cash and subscriptions received, and will deliver to the Treasurer of Yenching University all cash, checks, and pledges received by the party of the second part, it being understood that such cash, checks, or pledges will at no time be in the possession of the party of the second part.

IT IS FURTHER AGREED that the party of the ^{second} ~~first~~ part will periodically inform the party of the ~~second~~ ^{first} part through the means of detailed reports the progress of this program from the signing of this contract until its termination.

IT IS FURTHER AGREED that the headquarters of this Promotional Program is to be the offices of Yenching University located at 150 Fifth Avenue, New York City and that this office is to be under the charge of the designated executive of the firm of Pierce and Hedrick, Inc. and a staff selected and directed by him;

AND IT IS FURTHER AGREED that the party of the first part will pay all necessary expenses approved by the Promotional Committee which are incurred in this program of work such as printing, publicity and circular letters, routine correspondence, telephone and telegraph bills, and cost of entertainment of any character.

IT IS FURTHER AGREED that the said party of the first part will entrust the party of the second part a revolving fund of FIVE HUNDRED DOLLARS (\$500.00) as an expense fund, and that the party of the second part will pay from this fund all expenses incurred by the Executive and staff members, including the following items:

An expense allowance of \$35 per week for each person's full time service;

All necessary travel expenses incurred;

and will submit to the party of the first part periodically, weekly expense statements for all payments from this expense fund whereupon the party of the first part will replace in the expense fund held by the party of the second part a sum equal to such statements.

IT IS FURTHER AGREED that the party of the first part may, upon action of the Promotional Committee, have one or more special solicitors assigned for special services for such periods as the Promotional Committee deems necessary, and it is also agreed that the party of the first part will pay to the party of the second part for such services the exact compensation paid by the party of the second part to these solicitors plus a weekly supervision fee of \$25.00 weekly for each solicitor thus employed, whether he be recruited from the staff of Pierce and Hedrick, Inc. or from other sources.

IT IS FURTHER AGREED that no solicitors will be engaged by the University except through the agency of Pierce and Hedrick, Inc.

IT IS FURTHER AGREED that at the expiration of each two weeks' service rendered by the party of the second part the party of the first part will pay to the party of the second part the sum of \$450 (\$225.00 per week). It is further agreed that in consideration of the service thus to be rendered by the party of the second part the party of the first part shall make the following additional payments of earned fee compensation to the party of the second part with the understanding that all subscriptions of cash and pledges except bequests, estate notes and annuities, received and accepted by the University, shall be included in computing the fees to be paid. This earned fee compensation is to be as follows:

For all budget requirements no earned fee;

For the first \$50,000 after all budget requirements have been met, no earned fee;

For the next \$50,000 an earned fee of \$1,250;

And for each \$50,000 thereafter, an earned fee of \$2,500.

For any proportional part of these amounts secured during the year or during one month thereafter, a proportional part of the fee designated for that round sum.

IT IS FURTHER AGREED that the duration of this contract shall be for the period of one year and by mutual agreement it may be continued from year to year.

IN WITNESS WHEREOF we have hereunto subscribed our names this day of July 1932.

BOARD OF TRUSTEES, YENCHING UNIVERSITY

By [Signature] (L.S.)

By [Signature] (L.S.)

PIERCE & HEDRICK, Incorporated

By [Signature] (L.S.)

PROPOSED PROMOTIONAL PLAN
for
YENCHING UNIVERSITY

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PRELIMINARY DRAFT OF
PROMOTIONAL PLAN for YENCHING UNIVERSITY

* * * * *

I. OBJECTIVE for fiscal year July 1, 1932 - 1933

The primary object of this program is to secure for Yenching the necessary funds for the operation and for the growth of Yenching University. In doing this we will endeavor to conserve every asset that has accumulated during the past years and to increase the circle of friends and supporters of the University. Specifically, the object during this fiscal year is to secure enough funds to pay the operating costs of the Promotional Department and to liquidate at least a part of the cost of previous campaigns for funds and also to reimburse the Women's College for the advances they have made toward the Rockefeller Fund. Our recommendation here is that the objective be fixed as follows:

\$60,000 for the General Fund, consisting of

(a) \$35,000 for the Annual Budget

(b) \$25,000 for one-half the deficit accumulated on expenses of former campaigns

\$65,000 for the Women's College Endowment

and specific gifts for specific projects in which we find prospective contributors interested.

In dollars, the objective would be \$125,000 plus.

II. LISTS

An analysis of the various lists in the Yenching Office reveals the following:

There is a general mailing list of approximately 8,000 names;

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probably 80 percent of these have never contributed and never responded.

The names are largely a residue of lists compiled in 1920 and 1928.

There are also lists of contributors approximating 1,000 names.

There is also a list of persons who have been cultivated, approximating 2,120. These names are all included in the general mailing list.

There is also included in the general mailing list a group of names that have been acquired since the campaigns referred to above. These names are on dated cards. Our recommendation is that we take all undated cards about which we know nothing and that are not included in any of these other lists and put them aside, eliminating them from our office mailing list and that they be sent a communication advising them that we are revising our mailing list and are writing to inquire if they are interested in receiving Yenching University publications. Those that write back that they would like to receive the publications will be put in the live list; that no more mailings be sent for a year but that the same thing be done with names that remain on the list at the end of that year and from those that reply favorably will be put in the list and those that want to be removed and those that do not reply we would destroy the cards and eliminate from all further consideration.

We also desire to add in every possible way names of persons who might become prospective contributors.

III. CULTIVATION

The program of cultivation includes three methods:

1. Personal

In this method our Mr. Thompson, Mr. Gee of the University staff, Dr. Jenny and Mr. Wills, if they are engaged for the work, and members of the Board and Faculty who could be enlisted and who would be willing to help would be the agents. We recommend in this connection that Dr. Stuart spend not less than three months, preferably March, April and May, in America during the current fiscal year.

2. Mail

Mail cultivation would include letters by officers of the Board, periodical mailings of Yenching News, and other publications that may be approved by the Promotional Committee.

3. General methods of publicity would be used insofar as possible, including the public press, radio and any other facilities that may be available for getting the story of the University across to an audience from whom contributors can be recruited.

IV. SOLICITATION

To meet the objective outlined in this plan a high order of personal solicitation will be required. The solicitation should be aimed to secure first, annual gifts, renewals from those who have subscribed in the past and a large list of new subscribers to the University proper. The method of solicitation must be largely personal. While it would be designed to set up as early as practicable in the fall a small special campaign to secure as much of this objective as possible, the main work of the current fiscal year would be focused on the months of March, April and May when the project of completely covering

the year's objective would culminate and it is for this reason that the presence of Dr. Stuart is desired at that time.

Solicitations would have to be made, of course, by the staff of Pierce and Hedrick that is assigned and Mr. Gee and such members of the Board and faculty as are available and willing to help.

V. OFFICE

We have not attempted to make any radical changes in the Promotional Office. In the first place we would like to record the fact that we have found the files and records in good condition and we think a splendid foundation has been built up for the kind of program that we desire to inaugurate. It may be that certain changes in program and personnel would be necessary but we do not anticipate that any need for this will become immediately urgent.

We recommend that a complete study of the correspondence files be made and that correspondence that is obviously of no importance over two years of age be completely destroyed; that correspondence of doubtful importance dating back through the years but not of likely immediate present importance be placed in transfer files of an inexpensive type and be stacked away in the storeroom to be checked through annually for proper eliminations.

What we want to do is to reduce the officework to absolute necessity and to keep it on that basis so that too much time and expense is not used in office operations.

VI. THINGS NEEDED

We need particularly at the present time two things which are not available:

1. A Who's Who of the University personnel. We should have a record which would enable us to know the name, position and all general information regarding every person connected with the University, as a Professor, Board Member, Committeeman or Trustee or whatever the relation may be. To this we would also add a list of the contributors. These names comprise a group of "witnesses" which will be of very great value in presenting the case of the University to a large number of people. If we could know for instance all the Yenching people who are in America at the present time and we were in direct communication with them and we were utilizing them to the very best possible advantage in presenting the University's claims, it would be very helpful. We recommend that this be started and kept up to date.

2. We need also a complete record of all the endowment funds, of all the buildings, of special gifts and funds with information as to who the donors were and the conditions on which the donations were made. In other words, there is a great challenge in this information if properly arranged and set up to people of larger means to get them to chose some project and have a part in the great enterprise known as Yenching University. We recommend that this information be secured and organized for such presentation.

VII. CONCLUSION

This general plan and outline is submitted to the Promotional Committee with the understanding that as occasions arise it will be changed to meet conditions which will not now be apparent. No changes, however, of any

importance will be made without the approval of the Promotional Committee.

We ask your approval of this general plan.

Respectfully submitted,

PIERCE & HEDRICK, Inc.

By

July 14, 1932

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APPEAL ANALYSIS

PUBLICITY

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Appeal Analysis (Publicity) for Yenching University

July 18, 1932

1. General Considerations:

Present psychology offers resistance to appeals for other than relief of physical need. In such appeals, therefore, the prospect must be convinced that it is to his own interest to contribute, as well as to the interest of the direct beneficiary.

2. Burden of Proof:

Generally speaking, presentation of the case for Yenching at this time should make clear:

- (a) That it has an established program, support of which will benefit America and Americans as well as China and the Chinese.
- (b) That this program is being carried out effectively, efficiently and economically.
- (c) That the program is threatened with serious curtailment if not given financial support now.

3. The Audience:

There is, in this instance, an immediate audience, composed in the main of former contributors, to which the appeal may be based primarily upon evangelical argument. To this audience that argument may at least share emphasis with "(a)" above.

The remainder of our prospective audience is composed of

- (a) Former contributors not primarily actuated by evangelical motives.
- (b) Non-contributors, of two classes:
 - 1. Those who have been unsuccessfully cultivated.
 - 2. Those hitherto neither cultivated or appealed to.

In presenting the appeal to this audience as a whole, it is the aim to raise or at least to maintain the standard of giving of former contributors as well as to enlist support from both classes of non-contributors.

The appeal must also be considered as part of a program to create and hold an augmented constituency.

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The appeal must also be considered as part of a program to create and hold an augmented constituency.

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4. The Argument:

One-fifth of the world's population is Chinese.

Education of one sort or another will determine the manner in which this mass power will be made effective.

All sorts of influences, external and internal, good and bad, are struggling to define the direction that Chinese evolution will take.

In the face of false teachers Yenching stands with a single avowed purpose: "Yenching aims to mediate to China the finest values of western civilization by an educational process which will enable Chinese young men and young women to infuse these into their own culture while preserving the best features of their national heritage."

"International goodwill, life as a consecration to the highest ideals, scientific knowledge used for human welfare, religion as an inspiration to nobler endeavor, are among the ideals suggested by the motto of the University - 'Freedom through Truth for Service.' "

Yenching is preeminently equipped to serve the interests of America and of the world in its service to the Chinese. That it is so doing is vouched for by recognized leaders in the field of education and in international thought.

But, unless financial support is forthcoming at this time, the effectiveness of its work will be certainly impaired, possibly destroyed.

5. Methods of Presentation:

This subject can only be dealt with in general terms at this moment. The media to be used and the general purpose of emphasizing in all possible ways the argument outlined above can be stated, but any schedule of activities in publicity promotion will have to be coordinated with the field program of the appeal.

Briefly, it is proposed to emphasize our argument through the use of printed cultivation material, including 4 issues of the Yenching News; releases to the Press; special articles for religious and educational periodicals. Cooperation of students and faculty at Peiping in furnishing material for and/or preparing articles is being requested.

To make most effective use of the Press as a medium it is proposed also to establish direct contacts at Peiping with the correspondents of the Associated Press, United Press, International News Service and such metropolitan papers as have special representatives there. Contacts with the associations will also be made here with a view to having important spot news, if any, filed on their wires to the Press. Advance notice to the associations of arrivals from China who may be of importance enough to warrant an interview and who may further our cause is contemplated.

Aside from general press releases, it is proposed to outline a program for approach to the press in communities or areas where regional activities in connection with the financing effort are projected.

The presence in the United States of faculty members, graduates and friends from China will be capitalized through suggestion of meetings and other functions of general or local news value. Cooperation with them in coordinating the theme of their talks with the campaign will be accorded if necessary.

As we are able to count upon the presence of such individuals a careful study will be made of the feasibility and value of arranging for radio appearances.

6. In Conclusion:

Herewith are copies of letters being sent to Dr. Stuart and to Mr. Martin of the School of Journalism, which will give a comprehensive idea of the plans outlined to assure effective cooperation in the publicity program on the part of those on the campus at Peiping.

Respectfully submitted,

C. R. Zeininger,
Director of Publicity,
Pierce & Hedrick, Inc.

OUTLINE of PROCEDURE

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July 18, 1932

OUTLINE OF PROPOSED PROCEDURE

YENCHING UNIVERSITY

The objectives of the campaign have been outlined by Mr. Hedrick in the foregoing statement. The proposed procedure is as follows:

1. Organization required to accomplish objectives:
 - (a) "The American Council of Yenching University" to be composed of -
 - (b) the Community Councils of Yenching University (i.e., "The Metropolitan New York Council of Yenching University," "The Pacific Coast Associates of Yenching University," etc.)
 - (1) To be secured through introduction of Mr. Thompson to prospective Council members by officers and friends of the University.
2. Duties of Council members -
 - (a) To consider the present and future relations of America and China
 - (1) particularly as these relations are affected by the startling rate of population increase in China and
 - (2) as this rapidly increasing population is likely to be influenced by the actions and propaganda of Soviet Russia, Japan and America.
 - (b) To consider ways and means to so educate and influence the Chinese that in their dealings with America and with other nations they will be actuated by considerations of international friendship and cooperation in all worthy spiritual, social and economic ideals.
3. How to maintain and increase the interest of "Council Members"-
 - (a) Each Council member to receive a quarterly "personal" (or "personalized") letter from Dr. Stuart in China. This letter to be suggested in America and sent out to Dr. Stuart for the addition of "local color" and for production, signing and posting.

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- (b) Occasional meetings to be addressed by Dr. Stuart, some visitor from China, or by some prominent American.
 - (c) Detailed program of publicity as envisioned by Mr. Zeininger and adapted to conditions as they develop.
4. Discovery of prospects for support of this program and determination of best approach -
- (a) Constantly to be on the lookout for persons of means who are known to have, or who may logically be expected to take a genuine interest in the program.
 - (b) To secure all pertinent data (such as known interests, giving habits, friendship with Yenching personnel and supporters) and to counsel with associated in Yenching Office and in Pierce and Hedrick.
 - (c) Arrange for approach to and interview of each such prospect by best available person (such as Dr. Young, Dr. Jenney, Dr. Stuart, Mr. Gee, etc.)
5. Direct mail appeal to culled and enlarged mailing list -
- (a) Built about publicity material calculated to create a spirit of kinship and understanding.
 - (b) Illustrated with photographs of action and atmosphere which carry out this idea.
 - (c) Direct mail prospect list to be checked, culled and enlarged by all campaign personnel in the field.

IMMEDIATE STEPS

1. Plan letter dated August 1st, from Mr. Barber to present members of Advisory Council. This letter notifies each member of the formation of "The American Council of Yenching University" and states that Mr. Thompson will call upon him shortly to appraise him of plans for the future.

This letter must present some impelling personal reason why Americans should take an active part in guiding the educational and spiritual development of China.

2. Mr. Zeininger and Mr. Thompson confer with Mr. Barber immediately with regard to the foregoing letter and other procedure.

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3. Plan letter, dated October 1st, from Dr. Stuart in China to present members of Advisory Council. This letter points out the critical need for wider American interest in the shaping of future Chinese ideals and commerce through proper education of leaders.
4. Mr. Thompson contact all members of the Advisory Council immediately after mailing of Mr. Barber's letter, seeking primarily to intensify interest and to secure introductions to other persons of wealth or influence.
5. Set up nucleus of local Councils in
 - (a) Philadelphia
 - (b) Boston
 - (c) Rochester
 - (d) Syracuse
 - (e) Pittsburgh
 - (f) Cleveland
 - (g) Chicago
 - (h) Washington
 - (i) Hartford
 - (j) New Haven
 - (k) Providence
 - (l) Buffalo
6. See that Dr. Stuart writes from China to each new member of "The American Council of Yenching University."

SPECIAL NOTE

Great pains should be taken to make contacts with Council members unique. This fresh point of view should reveal new reasons why the proper education and careful cultivation of the Chinese should interest the white race.

Respectfully submitted,

LYMAN H. THOMPSON

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Suggested Letter to President Stuart

July , 1932

Dr. J. Leighton Stuart,
President,
Yenching University,
Peiping, China.

Dear Dr. Stuart:

As you are aware, plans for a comprehensive promotion and cultivation effort on behalf of the University during the coming year are being whipped into shape as rapidly as possible.

We hope to aid the financing campaign materially by this program, and we are enclosing herewith a copy of a letter addressed to Mr. Martin, which sets forth briefly our ideas of ways in which he and his department could be of great help to us. If, after perusing it, you find that its tenor meets with your approval, will you turn it over to Mr. Martin with an indication of your attitude?

The Trustees also believe that to make the program wholly effective they must have the aid of your periodic counsel. It has been suggested that, if possible, you consent to act on occasion as the "interpreter of Yenching to America." It is felt that behind the items of news and the illustrative matter which Mr. Martin will make available to us, there is always something of greater importance, that each incident is, after all, merely a manifestation of powers inherent in the University and their influence upon New China, particularly as that influence may be reflected in China's future relations with the Occident.

We realize how full is your time and how many are the demands made upon you, but we wonder if it would not be possible for you, say around the first of each month, to mail to us an interpretive resume of recent campus developments, with, perhaps, occasional comment upon more general features of the educational problem in China and the attitude of the Chinese, official and individual, toward educational programs such as our own.

At times, we surmise, there may be developments affecting or threatening to affect such programs, of which it might seem well to have certain of our American friends as well as ourselves privately advised, and, needless to say, information regarding such trends will be of greatest value as we shape succeeding steps of the program before us. Such confidential or semi-confidential information, of course, will be respected in accordance with your wishes.

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We hope that you will read the enclosed letter to Mr. Martin and that you will make any suggestions regarding the idea that occur to you.

Yours sincerely,

Bayard M. Hedrick

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Proposed Letter to Frank L. Martin

July , 1932

Mr. Frank L. Martin, Associate Dean
School of Journalism,
Yenching University,
Peiping, China.

My dear Mr. Martin:

The Board of Trustees is planning a comprehensive promotion and cultivation campaign in the United States during the next 12 months, with a view to facilitating the meeting of the University budget and other important program needs.

There are several features of the promotional effort in which it is felt that the faculty and students at Yenching, and particularly the Department of Journalism can cooperate with us most effectively.

With your journalistic background we are sure that you will appreciate the value of interesting and timely publicity to the effort, and it is the hope of the Trustees to take advantage of all opportunities afforded in this field.

As our program takes form certain concrete objectives are being developed, and it is in connection with these that your cooperation is sought at this time.

The program outlined includes the publication of four (4) issues of the Yenching News, these to be dated as of September 1st; December 1st; March 1st, and May 1st.

Frankly, there has been a feeling in the past that the New York office has not always been supplied with the best type of material for inclusion in the News. Perhaps the chief criticism voiced has been that with regard to illustrative matter. It appears that there has been a distinct lack of good pictures having to do with activities of the University that would appeal over here. I am sure you will know what I mean when I say that while we have had "plenty of pictures of the pool, we've had mighty few of the fellows swimming in it."

We have thought that your Department of Journalism might add to its laboratory work an assignment as special correspondent to the News. As we see it, acceptance of this assignment would result in bringing to our hands, in addition to routine bulletins and the like which come through regular channels, items and pictures that have real news value, as well as having a background of achievement that will indicate to our friends that their contributions are bringing results.

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Of course it is too late to ask for this cooperation in connection with the News scheduled for issue on September 1st, but if you can cooperate in preparation of the issues to come out December 1st and May 1st next by rounding up material and photos of the sort indicated it will, we are sure, greatly increase the value of the publication. Such material should be mailed from Peiping two months prior to the publication date here, that is, for example, material for the December 1st issue should be mailed on October 1st.

Now with regard to the News issue for March 1st. We think it would be a wonderful thing, especially as the needs of your department are included in our program, to have that issue written, edited, printed and mailed from the campus during February.

In making this suggestion we are assuming that the issue could be distributed through the mails to our American list as a supplement to an issue of the Yenching Gazette, with proper notation of number and volume so as to take advantage of the newspaper mailing rate.

Will you please advise us regarding this and at the same time give us an idea of the expense which, in your opinion, would be involved for stock and printing of a run of 8,000 to 10,000 copies, sheet size 11 x 17, and/or same sheet size as Yenching Gazette, together with postage. We also are very anxious to have any suggestions that may occur to you in this connection. If, in your judgment, the idea is not feasible for any reason, please do not hesitate to tell us so.

The mailing list would be furnished you from here and we would also offer some suggestions as to the nature of its content, designed to assure its fitting in with the general program.

In connection with informative material from the campus. Our program contemplates making fullest use of members of the faculty, students, graduates and friends of Yenching from China who are willing to cooperate during their occasional visits to the United States. Any advance information as to prospective visitors to this side, together with suggestions as to what each might best be able to do on behalf of the cause would prove invaluable.

It occurs to us, also to suggest that faculty members from time to time reach interesting conclusions as a result of their research work or experiments. A number of periodical publications here, of course, and that section of the press featuring educational and scientific pages welcome such material, and if it could be placed in our hands we could undoubtedly make excellent use of it.

It would also seem that the maintenance of rather close contact with the correspondents of the Associated Press and the United Press at Peiping, together with those of the New York Times and any other of the larger papers represented there would be of great occasional value. You, of course, appreciate the immense value that would attach to the fact that nation-wide

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dissemination of an occasional item re: Yenching was effected by press association wire or mail service. Often, too, a brief item carried by such correspondence could be amplified by mail to this office and the dispatch used a month or so later to hang a more extensive release on.

We are enclosing this letter in another to President Stuart, with the request that, if he approves of the ideas suggested, he pass it along to you.

We are very anxious to have your cooperation and that of your department, and will welcome any suggestions you may have to make in the premises.

May we expect to hear from you just as soon as possible?

Yours very sincerely,

Bayard M. Hedrick

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MANUAL
of a
BUREAU OF PUBLIC RELATIONS
for
COLLEGES and UNIVERSITIES

I

THE OBJECTIVE

The object of this Manual is to outline procedure for the establishment and operation of a Bureau of Public Relations, which shall specialize in the promotion of the College. While this Bureau will not assume general relationship to the college program, it will seek to magnify the attractiveness and public appeal of the College in every possible way acceptable to the administration.

It shall be the Bureau's purpose:

To discover the progressive financial needs of the College.

To formulate and state the case for those needs.

To discover sources for financing.

To prepare the approach to these sources.

To make the contacts with these sources.

To maintain the contacts until decisions are reached.

To seek thus to finance the outlined program in the following (typical) sequence:

- 1 - The Current Budget. This item will, in general, cover the amount required annually from contribution sources until the need is provided for by increased endowment.

- 2 - The Debt. In cases where liquidation of outstanding indebtedness is necessary.
- 3 - Contingent Requirements. In cases where funds have been made available on condition that other amounts be raised.
- 4 - Additional Buildings and Endowment for Same.
- 5 - General Endowment.
- 6 - Special Projects - including funds for increasing the scope and the output of the College.

THE SCOPE OF THE APPEAL

The approach should be made simultaneously or progressively, as circumstances warrant, so as to reach alumni and friends of the College, and individuals of means known to be sympathetic to educational enterprise, within the geographical limits of the College's sphere of influence and reputation. In certain cases where the appeal covers a field of interest to existing Foundations, such would be included.

STUDENT ENROLMENT

Every effort should be made to stimulate the enrolment of students as a subsidiary but important part of the Bureau's work. The plan for student enrolment will be worked out in the light of the College's special position in its field.

II

THE PLAN

The principles covering the plan of operation would be as follows:

The plan will be adapted to the times.

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The plan will provide for the building of solid and permanent foundations.

The plan contemplates painstaking, cumulative work.

The plan will be as comprehensive as possible. It will be progressive and will seek to make every step of permanent value, so that its progress will be an asset at any time in the program of the College, and will not be dissipated as such results have often been in the past.

The following items will enter into the program:

1 - Discover and Define the Need.

No program, at the start, can be more than tentative, except in its major items. Each year will disclose desirable additions required by a growing and progressive institution. It is important that influences be always at work in the College, which will discover new and attractive channels for the use of money. While these new projects should be subordinated to emergency requirements, it is to be expected that time will reveal sufficient support to meet every legitimate need.

2 - Making the Case.

Every college has a distinct personality. It possesses certain features in location and service that distinguish it and set it apart from others. In almost every case its financial problems arise not from mismanagement, but from courage and foresight in entering and cultivating an untilled field. These features and every other telling argument must be presented in irresistible statement, re-emphasized until accepted.

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3 - Discovering the Sources of Financial Support.

In general, these sources comprehend every intelligent individual throughout the College's area of influence and reputation, as well as the friends of higher education universally. Specifically, however, attention must be directed to lists of individuals with potential giving ability and interest. These lists must be built up and kept up. This is no small undertaking, but is of first importance.

Starting with some sequence like the following, sources of information should be capitalized:

- (a) Master list of former subscribers.
- (b) Available lists of wealthy subscribers to other funds.

Into these should be checked recommended lists secured from the following:

- (c) Alumni
- (d) Clergy and laymen with educational interests.
- (e) Students
- (f) Faculty members, Trustees and other intimate friends.

In the meantime a supplementary list should be built up which will be a fairly comprehensive roster of attorneys, bankers, trust officers, general agents of insurance companies and leading realtors.

Classifying these Lists.

There should be segregated the names of outstanding prospects for special treatment, with a view to larger gifts. This will

be the "AA" list, comprising the rich, the generous and the friendly. The approach to these should be made as rapidly as circumstances will permit.

Form of Appeal.

As a guide to approach of the problem it is desirable to solicit prospective subscribers for one of the following forms of subscription:

- Straight annual contributions.
- Special gifts to specific projects.
- Annuities.
- Bequests.
- Insurance.
- Estate notes.
- Buildings.
- Foundations.

4 - Preparing for the Approach.

A background of general publicity must be built up. This involves a systematic and carefully prepared approach to the Press through special articles, periodical news releases and editorial material. It is not enough to capitalize athletic and purely news items, although this should be done. Material for a few special articles that will command attention is always to be found. Notable achievements of members of the faculty; publicizing all personnel in the faculty and student bodies; unique features in the college program, and other outstanding accomplishments furnish approaches to the Press that should be used to the best possible advantage.

Booklets and Folders.

Brief, inexpensive but effective folders can be used to good advantage on features like the following:

Special projects.
Annuities.
Bequests.
Insurance.
"The Tenth Generation"
The Independent Liberal Arts College,
Etc.

Speaking Programs:

It is very desirable that a speaking program be arranged, coordinated and related to the financial enterprise of the College. To insure this there should be prepared speaking material which will make available the salient points of the argument.

The speaking program should be concentrated territorially as the entire plan develops, insuring intensive coverage. It is also desirable that every speaking opportunity of the College President, members of the faculty and others be capitalized by at least one specific reference to some outstanding part of the case.

SPECIAL PROGRAMS

In the territorial approach to the problem there should be arranged attractive and telling special features. Occasional use should be made of talented student groups such as the Glee Club, Dramatic Club, Debate Teams, Athletic Teams and the like. It is intended thus to dramatize the case of the College for frequent use.

EVENTS AND FEATURES

These should include "days" on the Campus.

Community recognition periods of a few days duration should be organized, during which churches, schools, clubs, men's brotherhoods,

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women's societies and other groups should be contacted.

5 - The Approach

The approach should be made in a systematic manner.

The following tentative plan could be adopted:

Formation of city and town committees with alumni and known friends as the nuclei.

Formation of state committee(s) of the most outstanding public-spirited citizens.

This will furnish, in the districts included, the use of city and state committeeman, with the support of faculty and students when available.

An important feature of the plan would be the contacting of attorneys, bankers, trust officers and insurance agents, with a view to establishing an intelligent cooperation on their part.

6 - The Calendar.

Early in the course of operations it should be possible to set down the periods within which certain important accomplishments could be achieved.

7 - Interviews.

The entire objective centers in the interview. There should evolve early in the operations an effective interview method which will cover every name on the lists with a personal approach. This interview process should include the most painstaking approach to the "AA" list as rapidly as preparation will permit. The interview process in the districts should cover completely the limited number of prospects which have been included in the lists with a view to direct gifts, annuities, bequests and providing for specific projects.

* * * * *

Curce and Heluck

YENCHING

REPORT OF PROMOTIONAL ACTIVITIES
YENCHING UNIVERSITY
November 22, 1932

INDEXED

The Promotional Department is well underway with its program. This program is the outgrowth of the fixed policy which the Promotional Committee adopted last July. Among the important items in this policy are the following:

1. A co-ordination of the promotional activities of all University interests. Due to the fine cooperation of President Barber of the Board, of Vice-President Gee of the University and Mr. McBrier and other members of the Promotional Committee; President Gamble of the Princeton-Yenching Foundation and members of the Board of Trustees of the Foundation; Professor Nash of the School of Journalism and President Martin of the University of Missouri; and Dean Franklin and Mrs. Finley, and Mrs. Boyd, and Mrs. Williamson of the Women's College, decided progress has been made in this matter. Already the Princeton-Yenching and the University programs are co-ordinated to the extent that Dr. Gee and Mr. Thompson are contacting Princeton people as well as the University friends in general in their field work and we have worked together with Professor Nash in developing a plan for the School of Journalism. Conferences with leaders in the Women's College and the inclusion of their objectives in the general University objective have already been achieved.
2. The building of an Advisory Council which was authorized by the Promotional Committee is now underway. More than one hundred outstanding leaders in business, education and the other professions have accepted appointment as members of this Council. This will go steadily forward and if the present ratio of acceptance continues, should result in three or four hundred leaders alining themselves with the interests of this great University in China.
3. Lists. The decision to eliminate a number of names from the lists has resulted in approximately 3,000 names being removed. However, when we came to gathering up the by-products of the recent campaign, we found that approximately 3,000 names of new prospects have been uncovered and are therefore added to the list so there is little change in the total number which approximates 9,000 names. We believe this is the best list of prospects the University has ever possessed. Although this work has thrown more work in the office than had been anticipated, we have been able to keep within the budget of the Department and intend to continue to do so.
4. Cultivation. The methods of cultivation which were approved by the Promotional Committee are underway. Vice-President Gee and Mr. Thompson have been in the field in the New England Area. They find a genuine appreciation of Yenching University and are laying a foundation on which a definite appeal can be projected later. General methods of publicity have been in use; several newspaper stories have been released, and

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they have had favorable acceptance. One issue of "Yenching News" has been produced and mailed. Letters from China and resumes of information from the field have been mailed to certain groups for their information and cultivation. This work continues and another issue of "Yenching News" is in preparation; also a quite dignified letter of solicitation is now in preparation. This letter is designed to keep interest alive rather than to produce immediate and large results. It is necessary to keep people informed of the needs of a cause in times like the present.

5. Appeal for the 1932-33 objectives. A definite time for the presentation for the appeal for these items has been set; namely, March, April and May, and Dr. Stuart is planning to be in America to assist us at that time. These objectives include:

- \$65,000 for the Women's College endowment to replace funds allocated by the Women's College to the Natural Science Endowment Fund;
- \$60,000 to balance the University budget covering deficits in promotional activities accumulated during the past years;
- \$55,000 for Promotional Office budget for the current year;
- \$40,000 for the Women's College dormitory;
- \$50,000 for residences already erected on the campus; and for a sum (the amount yet to be decided upon) for the School of Journalism.

In the development of these plans we are working in close cooperation with all the leaders in the University and are thinking in terms of a number of years. That the policy the Promotional Committee has adopted is sound is becoming more and more evident every day as our contacts with the field increase. Friendships are being built and connections established which will undoubtedly mean much to the University in the future. We want to acknowledge here with grateful appreciation the splendid help and cooperation of President Stuart on the campus who is seeing that we get all the material and every assistance we request in that quarter, and also of Mr. Garside and his staff who are cooperating in the same wholehearted way at the home base. Already there is beginning to come through from the University campus material which is most helpful in the work of the Publicity Department. Mr. Garside's assistance in providing essential information from his office is most valuable.

The promotional program is designed to concentrate the attention on the need of China for the educational facilities of such an institution as Yenching and to emphasize the possibilities of the influence which the University generates in the mind of young China and releases in that great country for the benefit of mankind generally. This emphasis commands the thoughtful attention of public-spirited men. We believe it is the right emphasis.

Respectfully submitted,

Bayard M. Hedrick
Bayard M. Hedrick

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