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Tamblyn and Brown
1920-1922

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TAMBLYN AND BROWN
116 WEST 39th STREET
NEW YORK

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

Seeley 3180

*By Mr. Dunston
Sept 20 1920*

September 27, 1920.

Mr. W. Reginald Wheeler,
156 Fifth Avenue,
New York, N.Y.

My dear Mr. Wheeler:-

Is Pekin College compelled to raise an endowment fund some time during the coming year? If so, we believe that our firm, with its permanently engaged staff of campaign directors and publicity experts can serve you. We have raised more than thirty million dollars in the past four years, including two large college endowments of over a million dollars each, at an expense of less than 4 per cent. We do not care to be identified with any campaign for a million dollars where the expense will exceed 5 per cent. of the total raised.

We have employed a staff of five college men and five college women because the raising of funds has become increasingly difficult, while the need for money is growing greater. The traditions of a college must be conserved and any taint of commercialism guarded against. We have succeeded in raising money, and we have done it in such a manner as to add to the influence of the college in the eyes of the public. When the day comes that we cannot raise money for about the same cost as borrowing it for one year, we shall turn our attention to other work.

If your college is interested in raising an endowment of one million dollars or more, on these economical lines, we invite your attention to the brochure sent to you under separate cover, conveying a brief summary of the firm's personnel, equipment, and achievements. We shall be very glad to have you lay your problem before us, or the senior member of the firm will visit you for a conference without any expense or obligation upon your part.

Respectfully yours,

Tamblin and Brown

GOT:AB

0002

TAMBLYN AND BROWN
116 WEST 89th STREET
NEW YORK

GEORGE OLVER TAMBLYN
JOHN CROSBY BROWN

October 11, 1920

Mr. William Reginald Wheeler,
Secretary Peking University,
150 Fifth Avenue,
New York City.

My dear Mr. Wheeler:

I enclose herewith general statement, together with plan and estimate of expenses for a campaign for one million dollars for Peking University, Peking, China.

You will note that the estimate of expenses is divided into two sections. Under Section I it should be explained that it will be possible to use only very high class men for this kind of work.

We have not taken any campaign for a million dollars for a fee of less than ten thousand dollars, and this is our regular fee for a normal campaign. We are getting ten thousand dollars for one campaign to raise \$750,000. However, Mr. Brown and I are both very much interested in your work and in our estimate of expenses we have cut this fee to six thousand dollars. This sum of six thousand dollars does not come to Mr. Brown and myself without having taken from it no small share, as you will notice that it covers all persons working on the campaign, not listed in the summary. We cannot tell how many more field secretaries it may be necessary for us to put upon the campaign in order to do the work as we believe it ought to be done. I believe that twenty-seven thousand dollars is a conservative estimate for the personnel required.

For a campaign similar to yours, Section II cannot be itemized. You are welcome to go over an estimate for an American college and see how it is divided among such items as printing, postage, etc. The bulk of your expense will be for travelling, hotel, and the luncheons at the conferences.

Kindly understand that we have drawn up this general plan as a favor to you and that you are not under the slightest obligation personally to endorse its acceptance as we frankly told you that we have all the work we can carry up to January 1. But we have a number of people applying for work and with our organization it would be possible to add your campaign.

If there are any points in this plan and estimate that are not perfectly clear to you, I should be very glad to go over them with either you or Dr. Luce at your early convenience.

This morning Mr. Hanscom gave me a report on his conference with you. He altogether shares my opinion that regardless of who shall take the campaign, it would be folly to hire one man and expect him without an organization, to raise a million dollars. From the

*See Documents
Publicity Bureau*

0003

number of partial failures and cries for help at the last moment,
coming to every professional campaigners, one may safely predict,
I think, that this present year is going to mean that goals will
only be reached by inspiration plus organization.

Cordially yours.

Go Sam Blynn

GOT...K.

0004

TAMBLYN AND BROWN
116 WEST 89TH STREET
NEW YORK

GEORGE OLVER TAMBLYN
JOHN CROSBY BROWN

October 26th, 1920.

Mr. William Reginald Wheeler,
Secretary Peking University,
105 Fifth Avenue,
New York City, New York.

My dear Mr. Wheeler:-

I am sending herewith by messenger:

24 copies of the Estimate and Plan
24 copies of the Tamblyn and Brown Leaflet
24 copies of "The Spirit That Is Colgate"
24 copies of "Sweet Briar" Green Book.

As I suggested when you were here, we are very glad to furnish the plans and estimate and the Tamblyn and Brown leaflet, but we should very much like to have "The Spirit That Is Colgate" and the green "Sweet Briar" leaflets returned, -as we have a very limited supply of these.

Cordially yours,

George O. Tamblyn

GOT...B

0005

Sent to all Trustees

November 1, 1920

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At the meeting of the Trustees of Peking University held on Thursday, October 28th, it was possible to cover only the first five items and item VIII of the docket for that meeting, which is enclosed. At this meeting it was decided to hold another meeting on Monday, November 8th, at half past nine o'clock, in the Board Room of the Methodist Board, 150 Fifth Avenue, New York City, to take up this unfinished business. The chief matters to come before you then will be the definite plans for the campaign for property and equipment, and the election of a permanent Executive Secretary, as outlined in items VI and VIII on the docket.

I am enclosing a detailed plan for the campaign submitted by the firm of Tamblin & Brown. This plan was placed before the Trustees with the approval of the Chairman of the Executive Committee and the Secretary. A word of explanation concerning it may be advisable. Mr. Tamblin was a director in the Centenary campaign; Mr. Brown is a son of Dr. William Adams Brown of New York. Their firm has engaged in forty-nine campaigns for various colleges and organizations in this country, in only five of which they have failed to reach their objective. In the least successful campaign a sum equalling five times the total expenses was secured. The total amount raised by the firm is over \$40,000,000. The campaign will be under the direction of our own Executive Secretary, with Mr. Wheeler and Dr. Luce acting as two of the field secretaries of the organization. Tamblin & Brown will furnish the other secretaries that are necessary, but their name will not appear on any of the literature or letterheads. They will furnish the leadership of the campaign and the necessary publicity material and machinery; but the leadership of the campaign, as far as the public is concerned, will rest entirely in the hands of our own staff. Use will be made of other men related to the University now in this country, such as Mr. Bailie, Mr. Gordon, Dr. Vincent and President Stuart, if he returns.

The fee which Tamblin & Brown will receive is \$6,000 for the campaign to raise \$1,000,000; the remainder of the estimate which you will find on their enclosed statement goes to cover the salaries and expenses of the people engaged in the campaign, including, as far as expenses are concerned, those of our own staff. A payment of \$5000 down will be required, with instalments amounting to \$25,000 in all by June, 1921. The remaining \$25,000 would not have to be paid until December of that year. It is not proposed to approach the Mission Boards for these amounts.

The plan is to complete the organization this coming winter, and, after proper preparation has been made, to conduct the actual solicitation for funds next fall, with the possible exception of the West Coast.

In regard to the Executive Secretary, the Committee has considered a long list of individuals, and will bring before you for your decision their recommendation.

These matters relate most directly to the future of the University, and it is hoped that you will examine the various documents enclosed, and will come to the meeting prepared to take part in the discussion and decisions to be made there.

Faithfully yours,

Secretary.

0007

TAMBLYN AND BROWN
116 WEST 89th STREET
NEW YORK

GEORGE OLVER TAMBLYN
JOHN CROSBY BROWN

November 5th, 1920.

Dr. H. W. Luce, Vice President,
Peking University,
156 Fifth Avenue,
New York City, New York.

My dear Dr. Luce:-

My partner, Mr. John Crosby Brown, and I have come to the conclusion that it would be best for you and Mr. Wheeler and the new Executive Secretary, to quietly work among friends of the University until the Fall of 1921.

We recommend that the plan and estimate of expense, which we have submitted to you, shall not be accepted at this time, since we are convinced that the fact that more than three hundred American colleges are now either in the midst of campaigns, or contemplating them this year, would make it very difficult to raise a million.

We also believe that the results of the Election show an attitude upon the part of the majority of the public, that is well expressed in the words: "America First".

We do not believe that a very large number of people could be interested before next Fall. At the same time we also desire to frankly state that we believe that the money for your University can be raised, but that it will take considerable time.

We shall be glad to read the leaflet which you are preparing, and to give you the benefit of any suggestions which our staff may have to offer. This, of course, you understand, is "free gratis for nothing".

Mr. Wheeler spoke of remunerating us for typing the plans and estimate, but we prefer not to have any bill rendered for this, or any other services which, at this time, we may render you.

With all good wishes for you and Mr. Wheeler in your work, I remain,

Very truly yours,

G. O. Tamblin

GOT....B

TAMBLYN AND BROWN
11 EAST 42ND STREET
NEW YORK

TRUSTEES OF
PEKING UNIVERSITY

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

May 18, 1922

Dr. J. Leighton Stuart, President
Peking University
Peking, China

My dear Dr. Stuart:

While it is impossible for us, without a careful survey, to tell you precisely what we are able to do in connection with your campaign or how we are able to do it, we take pleasure in making the following statement in order to enable you to present the question of our co-operating with you in a campaign to your Board of Trustees. Will you kindly make it plain to the Board that if they desire we will make our customary survey and draw up a regular plan and estimate, and have it ready for you within ten days?

TAMBLYN AND BROWN - FIRM AND STAFF

The firm is composed of Mr. George O. Tamblyn and Mr. John Crosby Brown. The staff consists of more than twenty college men and fifteen college women, together with a sufficient number of trained secretaries, executives and typists to handle any kind of a financial campaign. The firm and staff have raised more than \$30,000,000 at a total cost of less than 5%, and during the past two years have raised about \$9,000,000 at a cost of between 5% and 6%. While this statement is made it should be clearly understood that we accept no commission campaigns.

METHOD OF OPERATION

We select out of our directors the man whom we believe to be the best qualified by temperament and experience to assume the direction of the campaign. This director associates with him two or more persons who serve as assistant directors. These assistants are all persons of experience and are specially valuable in taking groups of cities and carrying out the plan of the campaign as outlined by our director and your Executive Committee. To these three directors are added as many conference persons as may be necessary in order to properly care for the fifty cities in which we doubtless would operate. By a series of visits to these cities we organize a local committee, consisting of a chairman and an executive committee of five or more persons. In co-operation with this committee we arrange for parlor and group meetings, as well as one or two large public gatherings before Chambers of Commerce, Rotary and Kiwanis Clubs. The effort is made to get this committee to see a few large prospective donors immediately after the meetings and to prepare a local list of prospective givers to whom publicity will be mailed and from whom it is expected gifts may be obtained.

0009

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

Dr. J. Leighton Stuart 5/18/22

ASSISTANCE BY YOUR BOARD

It is anticipated that not only will Tamblyn and Brown receive the hearty co-operation of the Board of Trustees, but that two, and preferably three, persons will be available to make addresses and to do a large part of the follow-up work in solicitation. This plan is made up with the understanding that Dr. Luce and two others to be selected by you will be available for the entire period of the campaign, although it will not be necessary for us to have the services of any other than Dr. Luce until January 1st, 1923.

TIME OF CAMPAIGN

Immediately after the contract is signed Tamblyn and Brown will begin preparatory work on the campaign. They will spend their time between now and January 1st in organizing committees in fifty cities, gathering lists of prospective givers, preparing the literature and laying the general foundation.

Beginning January 1st, for a period of six months, there will be held the series of meetings above referred to. From one to two weeks, depending on the importance of the city, will be devoted to each city. It will thus be seen that a flying squadron of three persons will not be able to reach more than fifteen or twenty cities. The rest will have to be reached by other means. If any of the cities considered to be of secondary importance prove to be worthwhile the plan would call for a continuation of effort in the fall of 1923. The time of the campaign may, therefore, be considered as follows:-

June 1st - December 31st, 1922 - Preparatory work.
January 1st - July 1st, 1923 - Meetings and financial appeals in selected cities.
September 1st - December 31st, 1923 - Follow-up work in cities considered at that time to be most important.

PUBLICITY

Tamblyn and Brown will prepare one campaign leaflet showing why the money is needed and the purpose for which it will be spent, stressing the importance of theological and educational work in China as a partial contribution of the United States toward its solution of the Far Eastern question. It will be necessary to have a large number of these booklets printed for distribution in the conference cities. Ten thousand will be printed to begin with, the form kept up and more ordered as is necessary. There will also be prepared a small four-page leaflet to be used in general correspondence, containing the essential facts of the larger leaflet, but for wider distribution.

If it should be thought advisable by the director and your Executive Committee, a series of four bulletins will be prepared to be mailed in advance of the addresses to the prospective givers in each city.

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

Dr. J. Leighton Stuart 5/18/22

Samples of the bulletins thus used in the campaign in which we are now interested for the North China Union Language School are herewith attached. We are also taking the liberty of submitting some typical specimens of the literature we have supplied in other college campaigns conducted by our organization.

Special stories will be prepared for the newspapers and magazines, and newspaper releases will be sent out from time to time in the conference cities.

THE BOARD OF TRUSTEES

It is expected that the Board of Trustees will appoint an Executive Committee of five or seven persons through whom Tamblyn and Brown may work and who will, so far as the Board of Trustees are concerned, be responsible for the success of the campaign. The Board should appoint one from its number as chairman, another as secretary and a third as treasurer. It is understood by us that Dr. Luce will serve in the capacity of executive secretary and should, of course, be a member of this committee.

FOLLOW-UP WORK

Tamblyn and Brown are making this statement with the distinct understanding that, although they are able to raise \$1,000,000 for a well organized college in this country, this work is far more difficult as committees have to be dug up and then organized. Also the work has no particular claim upon the American people except as it is created. They, therefore, believe, that it would be best to begin this work with the understanding that they be given the rest of this year and the entire year of 1923, and with the understanding that it should be carried on by a permanent financial secretary. We shall be very glad to act as financial secretary for this movement if, after our survey, we feel that we are able to do the work, and our presentation of the plans and estimate of the costs meet with your approval.

COST OF THE CAMPAIGN

Until a more careful survey is made it will be impossible for us to estimate accurately the cost of the campaign. However, we beg to say that if, after our survey we are convinced that we cannot raise \$1,000,000 at a maximum cost of \$60,000 or \$1,500,000 at a maximum cost of \$80,000, we shall not offer our services. However, at this time we should estimate the minimum cost for raising \$1,000,000 to be \$50,000 and the maximum, \$60,000; for \$1,500,000 the minimum is \$60,000 and the maximum is \$80,000.

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TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

Dr. J. Leighton Stuart 5/18/22

The expense of the campaign is divided into two sections:-

Section #1 contains the fee and the salaries of all persons who engage in the campaign. This sum is usually one-half of the total amount agreed upon.

Section #2 is for printing, postage, travelling, hotel accommodations and all other expenses incident to the campaign.

This amount may be less than our estimate, but it cannot be more. If it should be more than our maximum estimate we stand the loss.

If your Board desires us to go ahead with the plan and estimate we shall gladly present it without cost or further obligation to you, and submit with it a contract.

In order to furnish a revolving expense fund for us to begin work it will be necessary, when the contract is signed, for us to have a payment of \$5,000 - this to apply on our fee and salary account. Other payments may be arranged on the first of each month largely to meet your convenience and the success of the campaign.

Respectfully yours,

Tamblin & Brown

GOT/JF

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

June 7, 1922

Handwritten: 10150

Mr. Eric M. North
150 Fifth Avenue
New York City

TRUSTEES OF
PEKING UNIVERSITY

My dear Mr. North:

We have been going over the data of the preliminary estimates upon which we based the final estimate of expense for the Peking Campaign and find that no provision was made in Section I for the salaries of any one of the three persons to be furnished by your committee.

We find that the best that we could do would be to make a reduction of \$2,000. from Section I to apply on the salaries of these men, making our revised estimate as follows:

Section I	\$22,000
Section II	<u>23,000</u>

Total estimated maximum expense \$45,000.

This will allow you \$5,000. for salaries and keep you within the estimated expense of \$50,000. which, in consideration of the difficulties facing this campaign not found in the ordinary college campaign, I am certain is moderate.

The other points which you raised in your telephone conversation pertain chiefly to the revision of the statements entering into publicity and the omission of Mr. Rockefeller. No notice need be taken of these corrections at this time as, of course, all of our publicity is first submitted to your Committee on Publicity for its final O.K.

I was very much pleased yesterday when lunching with Mr. Albert W. Staub, Executive Secretary of the Near East Colleges, to find that he was very optimistic regarding a campaign to raise \$1,000,000. for Peking. Mr. Staub's judgement on this is respected all the more by reason of the fact that he spent some time as a missionary in China. But he agrees absolutely with us that it will be necessary to do the preliminary work very carefully and that we are not giving too much time in allowing the whole year of 1923 to be set apart for the raising of \$1,000,000.

Cordially yours,

George O. Tamblin

GOT/JF

JOHN CROSBY BROWN
GEORGE O'NEIL TAMBLYN

TAMBLYN AND BROWN
11 WEST 11TH STREET
NEW YORK

June 7, 1932

Mr. Eric M. North
150 Fifth Avenue
New York City

My dear Mr. North:

We have been going over the data of the preliminary estimates upon which we based the final estimate of expense for the Posing Campaign and find that no provision was made in Section I for the salaries of any one of the three persons to be furnished by your committee.

We find that the post that we could do would be to make a reduction of \$5,000. from Section I to apply on the salaries of these men, making our revised estimate as follows:

Section I	\$25,000
Section II	\$5,000
Total estimated maximum expense	\$30,000

This will allow you \$5,000. for salaries and room and board for the estimated expense of \$25,000. which, in consideration of the difficulties facing this campaign not found in the ordinary college campaign, I think is moderate.

The other points which you raised in your telephone conversation pertained chiefly to the revision of the statements entering into publicity and the omission of Mr. Rockefeller. No notice need be taken of these corrections at this time as, of course, all of our publicity is first submitted to your Committee on Publishing for its final check.

I was very much pleased yesterday when I met with Mr. North, Secretary of the New York College, to find that he was very optimistic regarding a campaign to raise \$25,000. Mr. North's judgment on this is respected and all the more so because he has spent some time as a missionary in China. He is a very capable man and it will be necessary to do the work carefully and that we are not giving too much time in the year of 1932 to be set apart for the raising of \$25,000.

Cordially yours,

RECEIVED BY	
ERIC M. NORTH ()	
(DATE)	
6/7/22	
RECEIVED	DATE
ANSWERED	DATE
PASSED TO FILE	DATE
FILED	DATE

4100

PROPOSED PLAN, INCLUDING ESTIMATE
OF EXPENSE AND CONTRACT FOR CO-
OPERATING IN A MILLION DOLLAR
CAMPAIGN FOR PEKING UNIVERSITY,
PEKING, CHINA, SUBMITTED BY THE
FIRM OF TAMBLYN AND BROWN,
17 EAST 42ND STREET, NEW YORK, N.Y.

PROPOSED PLAN, INCLUDING ESTIMATE OF
EXPENSE AND CONTRACT, FOR CO-OPERATING
IN A MILLION DOLLAR CAMPAIGN FOR PEKING
UNIVERSITY, PEKING, CHINA, SUBMITTED BY
THE FIRM OF TAMBLYN AND BROWN, 17 EAST
42ND STREET, NEW YORK, NEW YORK.

GENERAL STATEMENT

AS TO TAMBLYN AND BROWN, THE STAFF AND HEADQUARTERS

The firm of Tamblin and Brown is composed of Mr. George Olver Tamblin and Mr. John Crosby Brown. The firm and staff have raised more than thirty million dollars at a total cost of less than five per cent.

Associated with Messrs. Tamblin and Brown are a staff of more than fifty persons engaged for twelve months of the year in raising money. These persons have accumulated a wealth of material and experience. They are able to work in a dignified and effective manner in presenting an appeal to the public.

Note: No other firm doing similar work in the country has a permanently engaged staff of this size and this experience. The fact that these persons are permanently engaged reduces the final cost of the campaign.

Office headquarters are provided at the above address for mailing, addressing and all clerical work.

AS TO PEKING UNIVERSITY

The Board of Trustees-

The Board of Trustees of Peking University will appoint a campaign committee consisting of five persons to whom will be given the full responsibility of the campaign and through whom Tamblin and Brown work. This committee to include Mr. Eric M. North and Mr. Warner who have already conferred with Mr. Tamblin and whose general knowledge of the situation renders them invaluable for the success of the entire enterprise. In this request it is fully understood that no great amount of time will be demanded of these men, but that they may be called together for conference once a month. This campaign committee should select a chairman, a secretary and a treasurer.

Tamblyn and Brown

1. Directors - Tamblyn and Brown select one of their directors whom they believe best fitted to do the preliminary organization work up to January 1, 1925 and to associate with him as many of their assistant directors as may be considered necessary to carry out the plans hereinafter named.
2. Publicity - A publicity expert is selected who will take all of the data and publicity that has been gathered up to the present time and prepare a publicity program with one major campaign leaflet containing photographs, charts and special material for influencing persons to make large gifts, and one campaign leaflet for generous distribution at all of the meetings.
3. Newspapers - One newspaper man or woman to visit the conference cities in advance and to handle all newspaper releases in connection with the conferences to assist in the creation of public sentiment toward giving to this project.
4. Religious Papers - Special articles will be prepared for the prominent religious newspapers and invitations given for such articles by Lyman Abbott, Henry Van Dyk, William Howard Taft, and others to sign such articles.
5. Following Up the Conferences - It is understood that Tamblyn and Brown will follow up all of the conferences. They will:
 - (a) Prepare prospect cards for use at the conferences so that all present may place the names and addresses of other persons interested upon them as well as their own.
 - (b) Prepare pledge cards and handle them in the conference cities through your committee and a local one.
 - (c) Organize small committees to follow up in a personal way for definite contributions, all persons attending the conferences. This is to be done in the same manner as the conferences in the interests of the League of Nations were followed up and from which substantial contributions in money were received.

After the conference one secretary will remain upon the field and the follow up work is to be in his charge.

6. - To begin this work one week after the contract is signed and the initial payment is made.

Conference Cities -

1. - In conference with your representatives to select four cities to be worked during January and February 1923 and sixteen additional cities to be worked immediately after. The time to be devoted in each city to depend upon the results obtained and the methods found best in the experience of the first four cities.
2. - That Tamblin and Brown directors will arrange for public and parlor meetings in these conference cities, secure special lists of representative persons, issue the invitations and attend to all routine work in connection with making these meetings a success, but that the speakers are to be provided by your committee.

TIME -

Much of the responsibility for the failure of a campaign lies in the fact that adequate time for preparation is not given. We suggest that the contract be signed June 20th, that the preparation of gathering data and compiling lists proceed during the summer and fall and the publicity campaign begin early in the fall and thereafter center in the Conference Cities.

GENERAL UNDERSTANDING

It is understood that Peking University is in need of \$1,500,000 for the following purposes:

35 residences	\$200,000
2 -1/2 dormitories	335,000
Administration Hall	100,000
Gymnasium	100,000
Science Building	65,000
Recitation Hall	65,000
Power plant and accessories	50,000
	\$915,000
And for Endowment	500,000

That the University is inter-denominational and has 250 men and 120 women students drawn from all sections of China.

That the yearly budget is about \$120,000 and the yearly deficit is about \$9,000 made up by friends of the institution.

That the support of the college, aside from tuition charges, has come chiefly from mission boards which contribute about \$90,000 a year and from private donations.

That the ultimate aim of the college is to provide accommodations for 12,000 men and 400 women, but that such plans as are contemplated in the present campaign take no account of the so-called women's college as provision for this is to be made in another manner.

That the new site for the college group comprises about 100 acres and that this is free and clear. In addition to this there is a tract of land of 200 acres furnished by Chinese friends for use in experimental work in agriculture, the plan being to develop industrial and professional courses in addition to the present instruction in the arts, sciences, and theology.

That the faculty comprises about seventy men and women, many of them holding degrees from some of the leading American colleges.

It is further understood that the college has an endowment fund of \$50,000 given during the present year and that the site of its old buildings, which the Methodist-Episcopal Board have taken over, is valued at about \$200,000 Gold. This will be paid over to the college in installments by the Board.

That the university has about \$400,000 in hand which will provide the following:

1 Quadrangle	\$135,000
1 Theological School Bldg.	40,000
27 Residences	42,000
a library	35,000
a dormitory	65,000
a residence hall	65,000

Toward this building fund now in hand ~~John D. Rockefeller, Jr.~~ gave \$50,000 and Mr. Harkness a like amount. These two donations have not yet been announced. but will count on the million sought.

That recognition is made of the fact that the missionary boards have done all that they can. That since the Laura Spellman Foundation is helping the women's college, they cannot be reasonably expected to do more.

That Dr. Luce can devote the balance of this year and all of the year 1923 to the campaign and that in addition to Dr. Luce there will be two others: one, a prominent native of China; the other, a ~~young~~ man who has been working upon the campaign and who it is expected will develop into a financial secretary.

THE PROBLEM

The problem, therefore, is to institute a publicity campaign that will create sentiment for the support of this project and then to raise the funds through a general and special appeal.

The problem is the more acute because at the present time there is only a mailing list of 5000 names, and only 150 of these are rated as consistent givers.

In addition to those who are especially interested in China and who believe that the future lies in trained men and women there should also be considered those American firms doing business in China, and quite apart from mission boards, leading clergymen who believe in the importance of theological training; such as Drs. Fosdick, Kelman, Sockman, Coffin and Stires.

The movement, therefore, does not lend itself, of course, to the usual intensive campaign as the alumni cannot be considered as a working force.

While \$1,500,000 is needed it is not wise to expect that more than one million can be raised on or before January 1st, 1924 and that the goal therefore for the balance of 1922 and 1923 is the raising of a million dollars.

0020

ESTIMATE OF EXPENSE

SECTION I

Salary of one director for a year and a half, July 1, 1922 to January 1, 1924.....	\$6,000.00
Field Secretaries for entire period.....	4,000.00
One publicity director.....	3,000.00
One assistant publicity director to travel, preparing and attending conferences.....	2,000.00
Clerical and stenographic help in connection with mailing 100,000 letters, leaflets, etc., handling correspondence in stacking up the conferences.....	3,000.00
Fee of Tamblin and Brown for planning, direct- ing and carrying the responsibility of the campaign, and to cover the salaries of all persons working upon the campaign and not listed above, also rent of the offices and telephone service (not long distance).....	<u>6,000.00</u>
Total for professional and clerical services...	\$24,000.00

SECTION II

Printing, postage, multigraphing, traveling ex- penses, luncheons in connection with the conferences, railroad fares of all persons working upon the campaign, including the Executive Secretary and others who speak at the conferences.....	25,000.00
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9 Note: It is understood that expenses under
Section I for personal services will be
\$24,000 as listed above, but the expenses
listed under Section II will be simply the
exact expenses for printing, postage, travel,
etc. These are paid direct by Tamblin and
Brown and receipted bills presented every
two weeks for reimbursement.

If desired Section II may be disregarded and the words "and all legitimate expenses" added.

It is further understood that this estimated expense of \$47,000 fully covers the entire expense to which the committee will be placed for the raising of the million dollars. The plan is based upon many other campaigns by the firm in which millions of dollars have been raised.

The firm of Tamblin and Brown offers these services to Peking University for acceptance on or before June 20, 1922.

If decision cannot be reached by June 20, 1922, Tamblin and Brown will hope to take up the campaign at a later date, if requested to do so, but cannot consider the firm under any obligation. Persons now employed by Tamblin and Brown working on contracts that expire soon, must either be placed on the Peking contract or some other.

PAYMENTS OF SECTION I

When contract is signed	\$ 5,000
August 1, 1922	1,000
September 1, 1922	1,000
October 1, 1922	1,000
November 1, 1922	1,000
December 1, 1922	1,000
January 1, 1923	1,000
February 1, "	1,000
March 1, "	1,000
April 1, "	1,000
May 1, "	1,000
June 1, "	1,000
July 1, "	1,000
August 1, "	1,000
September 1, "	1,000
October 1, "	1,000
November 1, "	1,000
December 1, "	1,000

and balance of \$2,000 on or before December 31, 1923.

June 16, 1922

TRUSTEES OF
PEKING UNIVERSITY

Tamblyn and Brown,
17 East 42d Street,
New York City.
Attention Mr. Geo. O. Tamblyn.

My dear Mr. Tamblyn:

I am very glad to inform you that the Trustees of Peking University through their Executive and Finance Committees have approved the employment of your firm for campaign for one million dollars for Peking University, to be raised between June 27, 1922, and December 31, 1923. I would enclose the contract signed were it not that I have had to send it out of the city for the signature of one of our officers but I hope to be able to mail it to you on Monday, the 19th.

May I quote the following actions of the Executive and Finance Committees.

"EF-1343. VOTED: That W. P. Schell, R. A. Ward, F. H. Warner, W. R. Wheeler and E. M. North be the Committee in charge of the Campaign in behalf of the Trustees and that they are authorized to determine the specified objects to be included in the Campaign."

"EF-1344. VOTED: That the Campaign should be conducted with scrupulous observance of the financial relations of churches and individuals to denominational Boards and that questions of adjustment of procedure which may arise shall be settled to the satisfaction of the Boards concerned."

"EF-1345. VOTED: That the Campaign shall be conducted in a manner to enhance rather than diminish public appreciation and response to the higher educational needs of all China."

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"EP-1346. VOTED: That it is our understanding that Mr. Caskey and Dr. Luce will devote their time to Campaign in such ways as Tamlyn and Brown shall designate."

"EP-1347. VOTED: That Mr. William Hung be requested to remain one year for a similar service."

It is my judgment that when you are ready to take up matters of planning, it would be desirable for you to meet first with members of the Committee named above.

May I express appreciation of your courtesy in coming down and meeting the Committee when you did. The frank conference on a number of the items concerned was very helpful in clearing the minds of some of the members of the Committee and leading them to favor rather than to oppose the plan. I think we are well on the way to the securing of the enthusiastic support of all of our group.

Faithfully yours,

Secretary

MMN
JL

0024

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

June 20, 1922

Mr. Eric M. North, Secretary,
Peking University,
Peking, China,
New York Office,
156 Fifth Avenue,
New York City.

TRUSTEES OF
PEKING UNIVERSITY

My dear Mr. North:

I am herewith enclosing one of the contracts, properly executed I trust. Upon the receipt of your check for \$5,000 the contract becomes valid.

Let me state how pleased I was to meet your entire Committee, although that particular afternoon I was very much rushed and had to leave early.

I am glad to get the resolutions by the Executive and Finance Committees and to know that both you and Mr. Warner, as well as Mr. Schell and Mr. Wheeler, are on this Committee. I concur in your judgment that when we are ready to take up the matter of planning the campaign it will be best to first meet with the members of the Committee which you have named. This is our ordinary procedure and as soon as we have definitely decided upon the man whom we are to place in charge we shall inform you and then we can call the Committee together.

Cordially yours,

George O. Tamblin

GOT:EB

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PROPOSED PLAN AND ESTIMATE FOR RAISING ONE
MILLION DOLLARS FOR THE PEKING UNIVERSITY,
PEKING, CHINA, SUBMITTED BY THE FIRM OF
TAMBLYN AND BROWN, 116 WEST 39th STREET,
NEW YORK CITY.

GENERAL STATEMENT

1. The firm of Tamblyn and Brown has made a careful study of the Peking University situation with a view toward determining the results of systematic effort to raise one million dollars by December 31, 1921. They have taken into consideration the following facts:

On the one hand,

(a) That the public is more than wearied with the words: campaign, drive, intensive effort, etc.

(b) That American colleges have not been conducting campaigns during the period of the war to make up deficits, to increase endowment, or to enlarge their plants, and more than two hundred of them are now either in the midst of campaigns, or planning to launch campaigns during the year 1921.

(c) That the majority of persons interested in college education will be more inclined to give to American colleges, until through a campaign of education they have become interested in the strategic opportunity in China and especially in Peking.

(d) That it will take considerable time to organize committees, to hold conferences and to build up anything like a campaign organization to raise money in, say, twenty-five American cities.

On the other hand,

(a) That notwithstanding other views to the contrary, the average American is more prosperous today than he ever has been. He is more ready to give substantial sums of money to movements really worthwhile and less easily moved to give to causes that do not have a breadth of view and an appearance, at least, of being worthwhile.

(b) That a million dollars can be raised with proper support by the Board of Trustees, and with carefully prepared publicity applied over a period of six or eight months, supplemented by committees organized in twenty-five cities for the purpose of raising \$20,000 in each.

(c) Sources from which a million dollars can be raised by gifts are the denominational boards, prominent churches, individual Christian men and women who are moved more by the Christian impulse and by the educational opportunity afforded.

(d) That there is a clear recognition upon the part of those interested in the international situation, that the future belongs to educated men and women and that the colleges in China therefore largely hold the key to the situation in that country. It seems equally certain that China will play an important part in world politics in the next generation.

(e) That the creation of the international mind, when understood in its best sense, is the task of the college and the only way out of the present muddled world situation.

II. Tambllyn and Brown believe that with their permanent staff of seven college men and seven college women, they are in a position to grasp the ideals of a college and to work among college people in such a way as to gain and retain their confidence. On the staff are two men with more than a dozen years experience as pastors and who therefore, are able to realize the Christian opportunity and grasp the Christian point of view. They believe that their publicity staff is well equipped to undertake this work since they have handled many different phases of publicity in connection with the war. Members of this staff have had large responsibility in Liberty Loan, Red Cross, the Interchurch, Centenary and other drives, as well as in raising money for colleges.

III. If the trustees of Peking University should desire the services of the firm of Tambllyn and Brown, arrangements could be made for desk room and possibly an office in the Tambllyn and Brown suite, so that all business done through the American office would be handled from one place. Of course, it is understood that the name of Tambllyn and Brown will not appear anywhere upon the literature or letterheads. The President, the Vice President, Executive Secretary, Trustees and Chairmen of the various committees are used exclusively in promoting the interests of the campaign, and for all practical purposes, to the public they are running the campaign. The firm simply furnishes the kind of an organization that the campaign committee would build up if given the time and opportunity. They handle the routine work; they stack up all conferences and handle all details in connection with them; they complete the field organization and assume responsibility for the assignment of speakers and the timing of all events, so important to the success of any financial effort.

GENERAL PLAN

The firm of Tambllyn and Brown does not believe that the movement is of such a nature as to lend itself to an intensive campaign effort. They propose that the director of the campaign and other persons enumerated below, spend one month in getting full information as to the college, purpose of the campaign, etc., and then, under a carefully worked out plan by Tambllyn and Brown, go to twenty five cities, and, with the lists of prominent persons already interested in the college, make arrangements for a conference at which either the Executive Secretary or someone selected by him shall speak. The method of working up this conference is as follows:

(a) The Director of the campaign and the Executive Secretary of Peking University select the twenty five conference cities.

(b) The director, four field secretaries, and a

publicity man or woman compose the force of six persons who devote all of their time to the work.

(c) The Executive Secretary of Peking University gives a list of names of persons interested and suggests a temporary chairman for the conference.

(d) The Field Secretary visits these persons and secures from each, suggestions of other persons in the city who might be interested. The prominent clergymen of the city are also invited to enlist their interest in the coming conference; when practical, a small list of persons to be invited is secured from them. Business men engaged in foreign trade are invited also.

(e) From special lists available in this office, of the one hundred most prominent persons in these twenty five cities, we shall be able to add to the lists of persons to be invited to the conference so that each field secretary will have from one to two hundred persons for the main conference.

(f) We figure that it would take the field secretary two weeks in each city to make these arrangements, beginning September 1, 1921, after the organization work from January to July has been done. The month of December should be spent by these persons in gathering information on the field (the twenty-five cities) and planning the conferences. January to July should be devoted to organizing committees, spreading propaganda through the press and leaflets, and preparing for the conferences.

(g) While many preliminary gatherings in the twenty-five cities will be held and many addresses delivered in as many of the churches in the conference cities as may be arranged, the regular conference will not be held until the Fall of 1921. The conferences will be held as the cities are ready after September 1.

PUBLICITY

Publicity will begin one month after Tamblyn and Brown are engaged, and include the following:

(a) Newspaper releases - Carefully written articles released once a week to the 500 most prominent newspapers in the United States and containing interviews with prominent Americans returning from China, or other important news items tending to create interest favorable toward giving to this kind of work.

(b) Newspaper articles especially prepared for the press in the twenty-five conference cities, beginning January 1 and followed up closely by the field secretary with items of interest concerning the persons joining the committee in each conference city, the selection of the date of the conference, the speakers and other points.

(c) One article prepared for each of the prominent religious papers known to be in sympathy with this work. An invitation should be given to such men as Lyman Abbott, Henry Sloane Coffin, Henry Van Dyke, William Howard Taft, and others, to write articles for weeklies like "The Outlook", "The Independent", etc. It is understood that

our staff would prepare a draft of an article similar to the one we desired, to provide definite information for these writers.

(d) In addition to these specially prepared articles for the public press and magazines, we would need an illustrated leaflet similar to "The Spirit That Is Colgate", and a series of at least three shorter leaflets, one dealing with the educational and religious opportunity, one on what the million would be used for, and possibly one on the contribution of the college to the world events.

(e) Our alumni series in college campaigns, consisting of seven bulletins, have been very effective in getting the alumni to work. After the conferences we would use a series of bulletins, sending them, not only to all contributors, but to all persons attending these conferences.

FOLLOWING UP THE CONFERENCES

It is understood that Tamblyn and Brown will follow up all of the conferences. They will:

(a) Prepare prospect cards for use at the conferences so that all present may place the names and addresses of other persons interested, upon them.

(b) Prepare pledge cards and handle them in the conference cities.

(c) Organize small committees to follow up in a personal way for definite contributions, all persons attending the conferences. This is to be done in the same manner as the conferences in the interests of the League of Nations were followed up and from which substantial contributions in money were received.

After the conference one secretary will remain upon the field and the follow-up work is to be in his charge.

ESTIMATE OF EXPENSES

SECTION I

Salary of one director for a year, December 1, 1920, to December 31, 1921, devoting ten months to the campaign.....	\$ 6,000 00
Two field secretaries for ten months each, forty weeks as follows:	
One at \$100 per week.....	\$4,000
One at 75 per week.....	<u>3,000</u>
Total for field secretaries.....	7,000 00
One publicity director for the year.....	3,000 00
One assistant publicity director to travel, preparing and attending the conferences.....	2,000 00
Clerical and stenographic help for 12 months in connection with mailing 100,000 letters, leaflets, etc., handling correspondence in stacking up the conferences, equivalent to two stenographers for 50 weeks each at \$30 per week each.....	3,000 00
Fee of Tamblin and Brown for planning, directing and carrying the responsibility of the campaign, and to cover the salaries of all persons working upon the campaign and not listed above, also rent of the offices, and use of the telephones (not long distance).....	<u>6,000 00</u>
Total for professional and clerical services....	\$27,000 00

SECTION II

Printing, postage, multigraphing, travelling expenses, Luncheons in connection with the conferences, railroad fares of all persons working upon the campaign, including the Executive Secretary and others who speak at the conferences.....\$23,000 00

Note: It is understood that expenses under Section I for personal services will be \$27,000 as listed above, but the expenses listed under Section II are simply the exact expenses for printing, postage, travel, etc., and may either be paid direct by Tamblin and Brown, in which case they will present receipted bills for reimbursement, or after the expenditure is authorized by the Executive Secretary, the bills may be rendered direct to him.

If desired Section II may be disregarded and the words "and all legitimate expenses" added.

It is further understood that this estimated expense of \$50,000 fully covers the entire expense to which the committee will be placed for the raising of the million dollars. The plan is based upon

an estimate of five per cent. of the amount sought, and upon campaigns by the firm in which thirty-four million dollars have been raised.

The firm of Tamblyn and Brown offers these services to the Peking University for acceptance on or before November 1, 1920, and promises to begin work with the staff mentioned, one month later, December 1, 1920, if requested to do so. If decision cannot be reached by November 1, 1920, Tamblyn and Brown will hope to take up the campaign at a later date, if requested to do so, but cannot consider the firm under any obligation. Persons now employed by Tamblyn and Brown working on contracts that expire soon, must either be placed on the Peking contract or some other and hence tied up until Easter.

C O N T R A C T

THIS AGREEMENT, made this 17th day of June, 1922, between the TRUSTEES OF PEKING UNIVERSITY, Peking, China, party of the first part, and TAMBLYN AND BROWN, Seventeen East Forty-second Street, New York, New York, parties of the second part, WITNESSETH:

WHEREAS, the said parties of the second part hereby agree to conduct for and in behalf of the said party of the first part, a campaign to raise One Million Dollars for the party of the first part; it being understood that if One Million Dollars is raised before January 1, 1924, the services of the party of the second part will continue until that date;

AND WHEREAS, the said party of the first part has and does agree to accept the services of said parties of the second part in directing the said campaign;

IT IS HEREBY AGREED, that the parties of the second part, or their representatives, shall have entire charge, subject at all times to the approval of the party of the first part through its authorized representatives, in directing the campaign, but that the party of the first part hereto will not only give its hearty support of the organization itself, and will enlist the support and co-operation of friends as far as the same can be done; and further, said party of the first part agrees that it or they will do everything reasonable to advance the interests of the campaign.

IT IS FURTHER AGREED that the said party of the first part will pay all necessary expenses for such campaign, such as printing, publicity, telephone and telegraph bills, cost of luncheons for committees, traveling and hotel expenses, and all other expenses itemized under Section II and authorized by the parties of the second part to a total sum not to exceed Twenty-three Thousand Dollars (\$23,000)

IT IS FURTHER AGREED that the said parties of the second part, through their associates, will devote the time necessary to the campaign and to the organization of the campaign committees of volunteer campaign workers, and that the general lines of publicity and organization work spread out in the general plan of the parties of the second part modified to meet the needs of the party of the first part, will be followed, and such others as from time to time the party of the first part and the parties of the second part shall agree will promote the best interests of the campaign.

IN CONSIDERATION of the work that is to be preformed by said parties of the second part, the said party of the first part does hereby agree to pay to the parties of the second part the sum of Twenty-two Thousand Dollars (\$22,000) of which Four Thousand Dollars (\$4,000) is for the fee of the parties of the second part in planning, directing and assuming the responsibility for the campaign, Eighteen Thousand Dollars (\$18,000) is to cover the salaries of all persons employed, including publicity and organization, not to exceed, however, the sum of Eighteen Thousand Dollars, (\$18,000). It is understood that the sum of Twenty-two Thousand Dollars (\$22,000) is to be paid as follows:

Five Thousand Dollars (\$5,000) upon the signing of this contract; One Thousand Dollars (\$1,000) October 1, 1922; One Thousand Dollars (\$1,000) November 1, 1922; One Thousand Dollars (\$1,000) December 1, 1922; One Thousand Dollars (\$1,000) January 1, 1923; One Thousand Dollars (\$1,000) February 1, 1923;

One Thousand Dollars (\$1,000) March 1, 1923; One Thousand Dollars (\$1,000) April 1, 1923; One Thousand Dollars (\$1,000) May 1, 1923; One Thousand Dollars (\$1,000) June 1, 1923; One Thousand Dollars (\$1,000) July 1, 1923; One Thousand Dollars (\$1,000) August 1, 1923; One Thousand Dollars (\$1,000) September 1, 1923; One Thousand Dollars (\$1,000) October 1, 1923; One Thousand Dollars (\$1,000) November 1, 1923; One Thousand Dollars (\$1,000) December 1, 1923, and the balance of Two Thousand Dollars (\$2,000) on or before December 31, 1923.

IT IS ALSO UNDERSTOOD that the parties of the second part will begin active preparation of the campaign within one week after the contract is signed and the initial payment of Five Thousand Dollars (\$5,000) is received.

IT IS ALSO UNDERSTOOD that the terms of this contract with the time set, are open for acceptance by the party of the first part up to and including June 20, 1922.

IN WITNESS WHEREOF, the party of the first part hereto has caused these presents to be executed in its corporate name by its President and its corporate seal to be hereunto affixed, and the parties of the second part have hereunto set their hands and seals, all on the day and year first above written.

TRUSTEES OF PEKING UNIVERSITY
Peking, China.

BY Luther Blodgett
President

Eric M. North
Asst. Treasurer

TAMBLYN AND BROWN,
New York, New York
Tamblyn & Brown
George O. Tamblyn (L. S.)

John Crosby Brown (L. S.)

WITNESSES:

K. E. Tilford

E. Bryan

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

GEORGE OLVER TAMBLYN
JOHN CROSBY BROWN

August 30, 1922

TRUSTEES OF
PEKING UNIVERSITY

Mr. Eric M. North, Secretary,
Peking University, New York Office.
156 Fifth Avenue,
New York, N. Y.

My dear Mr. North:

Mr. Strong and I together with Mr. Brown have been considering the question of whether it would be advisable to have either a separate campaign office from the present executive office at 156 Fifth Avenue used for the University of Peking, or whether the two should be combined.

On account of the large number of campaigns conducted from our offices at 17 East 42nd Street, and the need of maintaining the present executive offices, it would seem to us best to either retain the present office at 156 Fifth Avenue or, at your convenience, to move down to the quarters at 150 which you spoke of some time ago.

The point of this letter is simply that we will do our work in the campaign from your executive offices wherever they may be; but, of course, an early decision should be made for the sake of the letterheads and to get the public to think of a certain place as headquarters.

Mr. Strong will explain to you why this is our present conviction rather than a separate office any time at your convenience.

Very truly yours,

George O. Tamblin

RECEIVED BY	
ERIC M. NORTH ()	
(DATE)	
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TO WHOM REFERRED	DATE
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TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

2
TRUSTEES OF
PEKING UNIVERSITY

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

November 1, 1922

Mr. Eric M. North,
Peking University Headquarters,
156 Fifth Avenue,
New York City.

My dear Mr. North:

You understand, of course, that when arrangements were made between your Committee and Tamblyn and Brown, I stated that we would select the man whose experience seemed to indicate that he was best fitted to direct the Peking Campaign and place him continuously upon it as Director for the entire period of one year and a half.

In order to enable us to continue to raise a million dollars at a total cost of less than five per cent it is, of course, necessary to have our Directors from time to time handle certain other business in connection with the firm, which we conscientiously believe in no way interferes with their direction of their particular campaign.

This explanation I am certain is not necessary, so far as you are concerned, since you understand but Mr. Strong has felt that possibly I should drop this line to you in view of the fact that he is attending perhaps a half dozen meetings near Boston, in connection with one of our new campaigns, until about December 1st when our regular Director for the campaign arrives and takes charge.

If Mr. Strong should at any time suggest that anyone of these meetings interferes with his Peking work, he will be immediately released from this secondary obligation.

Cordially yours,

George O. Tamblyn

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ERIC M. NORTH ()	
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0035

INTRODUCTORY STATEMENT

Special Campaign Committee,
 of the Board of Trustees, Peking University,
 150 Fifth Avenue, New York, N.Y.

PLAN OF CAMPAIGN

Having been retained by your Board to guide the planning and supervising of your proposed campaign for one million dollars, to be secured if possible prior to December 31, 1923, we are pleased to submit herewith, for your suggestions and approval, the following tentative and flexible outline of a plan of organization and procedure.

PEKING UNIVERSITY

In our opinion, it is desirable to lay down definite lines of action, with little likelihood of any subsequent need for substantial changes. It is our belief that the most effective and therefore most economical way of raising or other morally-obligated funds of contributions in this country, our line of procedure is to lay down a definite plan. It would be obvious folly to try to plan the whole effort in advance. It would be for a million dollars to begin all details of a campaign before giving battle. We are faced with conditions as they develop, and constantly adjust our plans to them. But there are certain principles which we believe to be sound and which we believe to be the basis of a successful campaign. These principles are the specifications for the campaign and are as follows:

September, 1922 - December, 1923

We are appreciative of the past and effective efforts already made by the representatives of your Board during the past year, and wish to utilize fully the benefits of their wide information and experience, as well as their continued active service. We are particularly indebted to the plans as progressively developed. We are pleased to note their splendid spirit in fitting themselves into the organization which the lines we have always found to be profitable in the past.

Finally, we wish to say, as throughout the campaign, we have and will continue to have the cooperation of all the members of the Board and the Board in furthering the campaign work and we are most deeply indebted.

Respectfully submitted,

Submitted by
MESSESS TAMBLYN AND BROWN
 17 East 42nd Street
 New York, N.Y.

0036

INTRODUCTORY STATEMENT

To the Special Campaign Committee
of the Board of Trustees, Peking University, December, 1923.
156 Fifth Avenue, New York, N.Y.

Gentlemen:

Having been retained by your Board to guide the planning and supervising of your proposed campaign for one million dollars, to be secured if possible prior to December 31, 1923, we are pleased to submit herewith, for your suggestions and approval, the following tentative and flexible outline of a plan of organization and procedure.

In our campaigns for ordinary types of educational institutions in America, it is possible to lay down quite definitely in advance a comprehensive scheme of action, with little likelihood of finding it advisable subsequently to make any substantial changes. However, in campaigns for institutions located abroad and therefore without any appreciable body of alumni or other morally-obligated group of constituents in this country, our line of procedure is by no means so standardized. It would be obvious folly to try to plan the whole effort in advance, as much as it would be for a military leader to decide all details of a campaign before giving battle. We aim to keep abreast of conditions as they develop, and constantly to adapt our procedure to them. But there are certain essential principles and lines of approach which can be safely adopted at the outset of operations, and these are suggested briefly in the succeeding paragraphs. Data constituting the specifications for the campaign are also included.

We are appreciative of the extensive and effective efforts already made by the representatives of your Board during the past seasons, and wish to utilize fully the benefits of their wide information and their counsel, as well as their continued active service for the University in helping execute the plans as progressively developed. We are pleased to note their splendid spirit in fitting themselves into our organization along the lines we have always found so productive of the desired results.

Needless to say, we solicit now and throughout the campaign, the frank and intimate counsel and cooperation of all the members of your committee and your entire Board in furthering the strategic movement we are mutually undertaking.

Respectfully submitted,

Tamblyn and Brown
156 Fifth Avenue, New York, N.Y.

0037

1. GENERAL SPECIFICATIONS

- A. Goal - \$1,000,000.
- B. Period of Campaign - September, 1922, through December, 1923.
- C. Proposed Uses of Fund.
 - 1. New Buildings.
 - 2. Endowment (No specific proportion laid down. The building needs are more immediate but donors preferring to contribute to endowment can do so without limitation as a part of this campaign).
- D. Terms of Payment.

The Board desires that donors be encouraged to complete payment of all subscriptions prior to December 31, 1923. However it is recognized that some givers will desire a longer time, therefore June 1, 1924, is adopted as the final acceptable date, unless special circumstances justify a still more liberal ruling for a given case.

II. ORGANIZATION

- A. Trustees - The Board of Trustees is the body officially though indirectly responsible for the conduct of the campaign.
- B. National Campaign Committee.

The following five men have been designated by the Board as a special Campaign Committee:

Franklin H. Warner, Chairman
Eric M. North, Secretary
William P. Schnell -
W.R. Wheeler
Ralph A. Ward

This Committee will be the active group whose approval will be secured by the Executive directors in all vital matters of policy and action. It is understood that Mr. North will be the individual primarily to be consulted on questions regarding publicity, and that Mr. Schnell will cooperate primarily in advancing the plans for securing campaign speakers.

- C. Headquarters.

Until or unless otherwise mutually agreed upon by the Committee and Directors, the campaign national headquarters will be at 156 Fifth Avenue, New York, N.Y.

D. Staff.

It is understood that Dr. Henry W. Luce, Mr. Herbert K. Caskey, and Professor William Hung are to cooperate, on a full-time basis, as campaign representatives, under direction of Tamblin and Brown. (Dr. Luce and Mr. Hung are understood to be available only through the spring season of 1923.) These representatives will be reinforced by workers from the permanent staff of Tamblin and Brown. Mr. Tamblin retains final directing authority, with Mr. Strong representing him as active Director of the Campaign. Mr. Brown acts as Director of Publicity, assisted by other members of the firm's permanent Publicity Department.

111. PRELIMINARY STEPS

A. The Publicity Department, will prepare early in the autumn of this year, two principal campaign publications.

1. An illustrated brochure, telling briefly but adequately the facts as to the needs and opportunity represented by the campaign, this to be used for distribution to important individual prospects and to attendants at the smaller and more select meetings.

2. A smaller folder or leaflet, suitable for distribution at larger meetings, for enclosure with appeal letters, and for other general purposes where the more expensive booklet could not will be supplied.

B. A suitable campaign letterhead will be printed, as well as return envelopes, subscription blanks, receipts, and report forms.

C. Arrangements will be made, at an appropriate date, for press announcement of the campaign, this to be timed with the actual beginning of public presentations.

D. Field Scouting Trips.

In order to gain up-to-date and detailed information as to the conditions and outlook in the important cities of the country, staff representatives will be asked, early in September to make a preliminary visit to a number of leading centers, and to make reports to headquarters including recommendations as to the best time and manner for conducting a local campaign in each community. Presumably it will be found advisable to cover in this way most of the cities in Divisions I to V inclusive of the tentative territory suggested below.

Immediately following these visits, four initial cities will be selected for trying out various local campaign methods. As experience with the special appeal of this University is developed, territory and plans for the remainder of the season will be more specifically determined.

IV. TENTATIVELY SUGGESTED TERRITORY

The cities in which local campaign conferences shall be held will be drawn from such groups as the following. The Divisions are indicated as a matter of convenient reference rather than as bases for sectional organization. However, it is probable that the Rocky Mountain and Pacific Coast Divisions will be administered, during the period of intensive work in those sections, by means of temporary sub-headquarters in some city in that part of the country.

Division I. New England

Boston
Providence
Hartford

Division II. New York Metropolitan District

New York City
Suburban

Division III. Middle Atlantic

Buffalo
Rochester
Philadelphia
Pittsburgh
Baltimore

Division IV. East Central

Youngstown
Cleveland
Columbus
Dayton
Cincinnati
Toledo
Detroit
Grand Rapids
Ft. Wayne
Indianapolis
Louisville

Division V. West Central

Chicago
Milwaukee
St. Paul
Minneapolis
Omaha
Kansas City
St. Louis

Division VI. Rocky Mountain

Denver
Colorado Springs
Salt Lake City

Division VII. North Pacific

Spokane
Seattle
Tacoma
Portland

VIII. South Pacific

San Francisco
Los Angeles
Pasadena

IX. Southwest

Little Rock
Dallas
Houston

Division X. Southeast

New Orleans
Atlanta
Birmingham
Nashville
Chattanooga
Norfolk

0040

V. LOCAL CAMPAIGN PROCEDURE.

A. Duration.

The period allotted for each city will vary considerably according to the size and nature of such city, the amount of interest manifested in advance, and the availability of suitable speakers and other workers. Probably the average amount of time devoted to each major city will be one week. In some cases a community may be given attention for only two or three days; but the largest cities doubtless should be given more nearly two weeks each. It is likely that not more than eight weeks of meetings can be handled this autumn, and sixteen weeks between January, 1923, and the summer "armistice". This means that possibly twenty-four cities can be covered before next June. It is not unlikely that the number will need to be reduced.

B. Types of Meetings.

The following include most of the kinds of groups which will be considered as eligible for campaign presentations. In the case of appearances before luncheon clubs and certain church audiences no direct campaign appeal is permissible. In most cases no outright solicitation is practicable at the meetings, though in the case of general public meetings, arrangements for an appeal usually will be made.

1. Parlor Meetings. (Evenings or afternoons in homes of influential citizens).

Every effort is made to keep these functions as nearly as possible in the nature of social occasions, with good grade invitations, preferably letting the invitation come as from the hostess herself rather than the University or a local group. When the hostess disapproves this plan, the preferred alternative is that of having a number of strong local people as sponsors, whether or not they are on a definite committee.

Programs are kept simple - The presiding officers explains the nature of the gathering and introduces from one to three speakers. Music or other numbers are restricted closely. The picturesque charm and attracting power of Chinese musical or dramatic features will be utilized wherever practicable and appropriate. Usually the first speaker will tell about the Chinese situation and opportunity and the second will show how the campaign will enable Peking University to improve the opportunity. Literature will be distributed to guests as they leave.

2. Special luncheons or dinners.

Whenever a strong sponsor is securable and the chances seem favorable for drawing a dozen or more wealthy people together around the luncheon or dinner table (whether at a home, club or hotel), this plan is preferred even to the parlor meeting, though the two plans are not, of course, mutually exclusive. The invitations and program arrangements follow the principles outlined for parlor meetings.

3. Luncheon Clubs.

Unquestionably one of the most valuable types of indirect attack in the local campaigns is through addresses before such groups as Rotary and the Kiwanis Clubs, Chambers of Commerce, City Clubs, and high-grade women's organizations. The necessary care in avoiding a direct appeal is overbalanced by the representative nature of the hearers thus reached. The attendance ordinarily cares for itself. There is no expense. When the club roster can be secured following such presentations they can be quite directly capitalized and in any event they are very worth while. Arrangements should be made as far in advance as possible, and care should be taken to insure that the University's Speaker is given adequate time (from 15 to 30 minutes) to develop his theme.

4. Church groups.

Sunday morning sermons in representation Churches, either preceding or during the actual local campaign, are to be encouraged. Evening services seldom draw a money-giving audience. Prayer meetings are only occasionally of any marked value. Missionary societies are occasionally worth while unless appearances before them prevent other more effective contacts. Men's society hearings are often more desirable.

5. Public Meetings.

These are to be discouraged in the majority of local situations, it being the experience that they seldom bring together as large a number of potential givers as do the smaller but more select gatherings. But when no good home or club meetings prove practicable, they constitute a desirable resource. Featured by a strong musical attraction by stereopticon slides or some other number apart from addresses they can be made quite effective. Ordinarily it will be found necessary to invite to such meetings from five to ten times the number of people planned for as an audience. Blue book lists, manuals

of directors, electric light company customers lists, and other means are useful in stimulating attendance. Invitations should not be sent out as long before the meeting date as in the case of a home meeting. Passing of cards should be directed or carefully planned by a staff representative rather than by a local person. Great care needs to be given to securing and instructing capable ushers to handle the distribution and collection of subscription blanks.

A well-located church for school auditorium is suitable for such meetings. Hotel ball-rooms have not often proven successful settings, but are sometimes desirable if they can be secured with little cost.

VI. ORGANIZATION METHODS

The customary first step in local organization for the campaign is the creation of an Executive Committee of from three to seven outstanding citizens. If this group is not decidedly influential, it often will be desirable to supplement it by a larger general or advisory committee, whose members commonly are little more than sponsors.

The development of a group of men and women interested enough and effective enough to do productive personal soliciting is probably the task most difficult to achieve. Frequently it can be accomplished with a minimum of effort by waiting to clinch the enlistment of such workers until immediately following the first local campaign address.

Field representatives will be instructed to keep local organization of a formal nature down as far as shall seem compatible with securing productive results. Staff people are expected to work through local leaders so far as practicable, but they are asked to avoid spending undue time trying to get their results indirectly when they might get them quickly by direct personal effort.

The specific details of work involved in arranging for local campaign meetings, publicity and solicitation are so varied and unpredictable that no attempt is made to enumerate them here. Headquarters will keep in close touch with every representative on the field, providing the firm's best counsel and cooperation to the end of solving specific local problems as they arise. The field workers will be instructed to report at least twice weekly to headquarters as to progress and problems in each city's organization.

Field workers will not always be assigned to a given division of territory and kept there. It will be the aim to use each representative where he or she seems likely to be most effective in meeting the particular sort of circumstances reported.

The Director will keep in close personal touch with the development of field organization, supplementing his mail and telegraphic and telephone communications with the workers with personal trips wherever important problems are not being readily solved.

VII. FOLLOW-UP MEASURES

A. Personal Solicitation.

This problem has been briefly touch upon above. The sources for a group of solicitors are not abundant. Men and women who have visited China, who have relatives or close friends there, who have deep missionary interests, who are enthused on higher education in general, or who have personal connections with University people or constituents are all eligible. Educated Chinese in the country should be enlisted whenever practicable. Such local workers will be supplied with cards naming the persons they are authorized to solicit. When they wish to see someone not listed, they should submit the name and comments to a local committee representative assigned to this subject and get approval from this official before proceeding with solicitation. (This is held as a principle however, - not as an inflexible rule).

A luncheon for volunteer solicitors should be held, of practicable, to give the staff representative opportunity to instill information and instructions and to develop enthusiastic interest in the group. Costs of such luncheons, in moderation, are chargeable to the fund expense account.

B. Mail Appeals.

Ordinarily, on the afternoon of each important campaign meeting, appeal letters should be posted, addressed to all to whom invitations are sent, whether they have excepted or not. Such letters are most effective if they reach the addressee the morning after the meeting. These letters, in the case of large lists, will be multigraphed, and will go out over the name of a strong local leader or the National Chairman or other Board representative. A leaflet, subscription blank, and stamped, addressed envelope will be enclosed. In the case of small lists, the letters should be prepared on Hoover automatic typewriters and personally signed. In the case of luncheon clubs and other meetings where lists are not always securable in advance, the staff worker should arrange personally or through headquarters, to get the letters out as promptly as possible after the meeting.

From two to three weeks after these primary appeals are sent, a second letter should go, preferably from another signer, to all on the lists who have not responded. The decision regarding still further appeals, by personal letter or Night letter, will be made according to the special circumstances.

C. Press Publicity.

Details for the supporting "barrage" of publicity will be worked out at the proper time by the Publicity Department. This subject, therefore, is not covered in the general outline of procedure.

VIII. FOUNDATION APPROACHES

This is a matter which needs always to be handled directly by the permanent administration officers of the institution. Tamblin and Brown consult with the University officials on these problems but submit that the active approaches should be made as above indicated. Information as to current status and outlook is in the Director's hands.

IX. THE "NON-CAMPAIGN" TERRITORY

Obviously it will not be feasible to cover more than a small part of the cities and towns where money might be secured. The cultivation of the field omitted from active campaigning is a problem that will be approached from three angles.

- A. Press publicity through nation-wide releases.
- B. Appeal letters and the "Peking News" with subscription blanks to all good lists securable by correspondence.
- C. Appointment of special committee chairmen in cities where there is a nucleus of interest, asking them to stimulate interest of local people of wealth and to help the campaign in such other ways as prove practicable.

Staff representatives will be available to make one day visits to the more promising of these cities, to guide and enthuse the leaders and supply them with publicity material for distribution.

X. MISCELLANEOUS ITEMS

A. Name for the Fund

It does not seem imperative to have a special name for the campaign at all. It is quite possible that the public will be as ready to give simply to the University, as to a

special campaign fund with a distinct name.

However, the letterhead might, if desired, carry some such name as - "Peking University Re-establishment Fund" or "Peking University Replacement Fund". The word "Development" might be used instead of either of the above adjectives, but it should be remembered that givers have been lately in no mood to contribute to institutions for the purpose of expansion. The idea of urgent need must be made very convincing, so the name of the fund should stress this idea rather than that of mere growth.

B. Campaign Slogan.

Whether or not a slogan or catch-phrase of any sort should be utilized is another question of relatively minor importance. Possibly some leading phrase might be featured, such as "China not a yellow peril but a Golden opportunity."

C. Cooperation by Trustees.

It is recognized that a large proportion of the University Trustees are men of interest and influence rather than wealth. However, it should be borne in mind that the public has rightly come to expect that, when a governing Board makes an appeal, its members will signalize their own convictions by personal contributions representing nothing less than sacrifice. For an institution to be able to feature the announcement of a campaign by a student that every trustee has made his maximum personal contribution is an element of essential strength and value. Trustees frequently assume that they can best serve the cause by holding off their gifts until the final spirit to reach the goal. The fact is of course, that such holding off often constitutes a serious menace to the entire campaign. (Recently a man of large means delayed his subscription to a certain college until his secretary secured full information as to the contributions made by the various trustees.) The fundamental need is for promptness and unanimity in giving by Board members, rather than, mere bulk of money.

The Trustees can render invaluable service also by zeal in supplying names of good prospects, by writing to them personally, and by aiding whenever possible in arrangements for the more important presentations.

D. Special Novelties on "Stunts".

The plan of campaign as here outlined is built on well-tested foundations. Unusual features, in the nature of the case, should be adopted only to meet special situations and therefore can be added when and of conditions indicated need for something different. Such affairs as benefits, sales of merchandise or commissions, and other commercial propositions

are to be rigidly avoided.

The two essentials about which the campaign is planned are these:

First, to see that the case for the University is effectively presented to a large number of men and women who are potentially interested in such a cause and able to give if convinced.

Second, to see that, when the case has been made to such people, they are asked to contribute by some one who holds their confidence and respect.

The achievement of these simple but difficult ends is sufficient to assure that the money can be raised.
