

361 5559

UBCHEA ARCHIVES
COLLEGE FILES
RG 11

Yenching
Corres
Tamblin and Brown
1923-1927

0048

Department of Missions
A.E. Suthers.

OHIO WESLEYAN UNIVERSITY

Delaware, Ohio.

John W. Hoffman, President.

10 January 1923.

My dear Will,

I was glad to get your note.

In answer let me say that I made enquiries of Mr. Hines our Superintendent of Development Program (without divulging your name) and he said he had never heard of a Bashford Memorial. There evidently is no such movement afoot. It is not unlike the rumour afloat in Cleveland that O.W.U. was going in for a big stadium.

As for the \$8,000,000 Campaign. The method of procedure in outline is this, - first, intensive cultivation of the alumni field to cover a period of about two years before a definite step taken to gain funds. The authorities felt that the alumni had been neglected and lost contact to a large extent with the College, and they and the institution had to be drawn closer to each other in sympathy and interest before results could be expected. That period is expiring this month. Second, a solicitation of the trustees of the institution first, to be followed by the general canvass which will probably extend over a period of years. I believe this has been begun and am of the impression that the said officials are responding magnificently. I cannot quote figures, for I hear none - but I do know we are under the \$1,000,000 mark. I hope this answers your enquiry. Write me further if it doesn't. If Hines has not the information I do not know who would have it.

I suppose you know that Miss Konantz leaves Seattle in a few days for Peking. Well, I must get out there again some day; my soul is Oriental, for America is exile to me - even after 10 years!

Good wishes for the New Year!

Sincerely yours,

(signed) A.E. Suthers.

P.S. Mr. Hines said that the Alumni Quarterly to be published next month will give considerable particulars about the campaign.

0049

MEMO.

TAMBLYN AND BROWN
NEW YORK

To: Mr. H.F.Strong.
From: Mr.Lauren Arnold.

Subject: Bequests to Peking University.
Date: April 18th 1923.

FORM OF BEQUEST.

I give and bequeath to the Trustees of Peking University, incorporated by the legislature of the state of New York, with offices in the state of New York, the sum of dollars for the purpose of advancing the cause of Christian higher education in China. The receipt of the Treasurer of said Trustees shall be sufficient to my Executors for the same.

MEXICAN DOLLARS.

A gift to Peking University would be materially enhanced in value (almost doubled) by the natural rate of exchange between this country and China and this fact should appeal to donors, that money so left will perform double work in China.

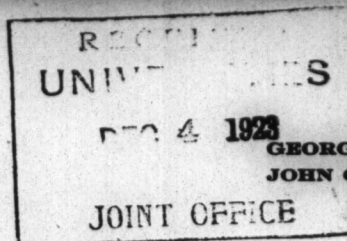
FOR THE FUTURE.

It would not be the idea that such a suggestion would bring immediate cash return. However, the experience of the Y.M.C.A. has been that, over a period of time, an increasing number of substantial gifts are being made in wills. In certain cities and localities people have the tendency of hanging on to funds until death. Philadelphia is unusually conservative in this way. Therefore, Philadelphia would be more susceptible to the suggestion of bequests than New York or Cleveland.

As part of our general publicity an inexpensive single sheet might be prepared, giving a form of bequest perhaps similar to the one suggested above. This sheet could go out with the Peking News and, being separate from it, would attract more attention. I am inclined to believe there is value in making the attempt to approach people through the medium of wills for Peking University. I am not sure that the technique suggested in this Memorandum is good or that it should not be greatly changed before being adopted. I do feel, however, that we should make some definite effort toward the general question of getting Peking University before people with the idea that they leave property to us in their wills.

0050

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK



December 3, 1923

Mr. Leslie B. Moss,
Peking University,
156 Fifth Avenue,
New York City.

My dear Mr. Moss:

Inasmuch as, over my protest, an automobile has been purchased for the use of Mr. K. A. Wee in his work and inasmuch as one was purchased last summer which was driven by him, and by him only, for less than three months and is now scrapped; I ask you to kindly remove the name of Mr. Wee from our payroll.

In my opinion, this action of the Committee is open to very serious criticism on the ground of a waste of the people's money. From my standpoint, at the head of more than twenty-five campaigns, it would be considered in this light in any one of the campaigns and, first of all, in the one where money is to be gotten out of poor churches. If any automobile, as a means of transportation, was needed at all last July, a Ford runabout would have done but a Ford was not good enough and a Chevrolet was purchased. This Chevrolet has been abused. It is a good car but no car could stand the neglect and abuse which the Chevrolet has stood. For the Committee to now turn and buy a more expensive car, when this car would have served the purpose, is an action which I cannot in any way be identified with and which I am certain if presented to the Board with my explanation would receive the protest of the Board.

Please instruct Mr. Wee to send his expense accounts direct to you. I am also notifying you that he is taken from our payroll beginning December 5th, since I have found, upon consultation with my lawyer, that the person who pays the salary is responsible for any accident or damage which he, as an employee, might have. Since our firm disapprove of this method, we are not willing to assume the liability.

Please do not interpret this letter to mean that some kind of an automobile might not have been purchased last July to do this work and that it might not have been the wise method of doing it, but also please understand that, as I have viewed it, all business methods, and now justice to those who are giving, have been cast to the winds.

Very truly yours,

George Olver Tamblin

GOT:EB

0051

December 5, 1923.

Mr. George O. Tamblyn,
17 East 42nd Street,
New York City.

My dear Mr. Tamblyn:

I wish to acknowledge receipt of your letter of December 3rd with regard to Mr. Wee and the purchase of an automobile. I think I understand perfectly your feeling in the matter, and will bring your letter before the committee at its meeting on this coming Friday. We understand that Mr. Wee is dropped from your payroll beginning today, and that you wish us to notify him to send his expense accounts directly to us. I am writing him to this effect.

There are two points in connection with this matter that I think should be kept clearly in mind, in order to prevent any possible misunderstanding: - The car that was purchased last July was purchased at the direction of the firm of Tamblyn & Brown, and so far as we are aware there is no reason why it should not have been a Ford, if the firm did not feel that the purchase of a Chevrolet was justified.

The second point is that the recent action of the committee authorizing the purchase of a Studebaker car was taken in the light of all the information which the committee had at its disposal, and the car had already been purchased before your protest was registered. I do not think that you should feel your protest was not given any consideration, because inasmuch as it was not made until after the purchase of the car it was too late to affect the situation in any way. I trust that your feeling with regard to this matter will not unduly influence your attitude toward the remainder of the Peking University campaign.

Very sincerely yours,

Secretary, Peking University.

0052

December 18, 1923.

Mr. George O. Tamblyn,
17 East 42nd Street,
New York City.

My dear Mr. Tamblyn:

I am writing to convey to you officially the fact that the trustees of Peking University have decided to enter into the agreement for the continuation of the Peking campaign from January 1st to June 1, 1924, under the conditions outlined in your letter of December 7th to Dr. Stuart. Under this agreement we understand that Mr. Strong will continue to direct and supervise the work; that Mr. T. F. Byrd will devote his full time to the campaign in the field; that you will furnish publicity along the lines suggested by Mr. Strong, and that the expense accounts for the campaign will be rendered to and paid directly by the trustees of Peking University. For these services we are to pay you the sum of \$4,000 in installments of \$1,000 on the first of the following months: - January, March, April and May.

Assuring you of our appreciation in the fact that you are willing to undertake this further effort on behalf of the Peking campaign, I am,

Sincerely yours,

Secretary, Peking University.

0053

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

December 10, 1923

Mr. Leslie B. Moss,
Peking University,
150 Fifth Avenue,
New York City.

My dear Mr. Moss:

Thank you for your letter of the 5th. Your letter confirms my conviction regarding the automobile. I thought that there was a misunderstanding regarding it and now I am sure that there is.

It is a minor matter that Mr. Wee is dropped from our payroll. This was done so that in case of accident we should not be held liable and he was dropped from our expense accounts because I do not wish our firm to be responsible for them.

First, you state that the car was purchased last July at the direction of Tamblin and Brown and, so far as you were aware, there is no reason why it should not have been a Ford. Please understand that the car was purchased because Mr. Wee insisted to Mr. Strong that he could not do his work without a car. It was Mr. Wee's suggestion from the first and finally Mr. Strong consented to it. It was also Mr. Wee's suggestion that we should not purchase a Ford and that it should not be an open car. Mr. Wee has fairly high ideas in this line. It was also his idea that he could carry his supplies better in a closed car and that it could be sold for more. This was all done in my absence just as the new car was purchased without my being present but, of course, this is something which you then had a right to do.

The point I wish to make is that it was Mr. Wee's suggestion, not ours, to get the Chevrolet but we finally gave our consent so that he would not have any excuses for not doing his work.

The second point which you make therefore loses its force because I am certain the committee would not have purchased the car if they had had all the information which I have given. If the committee had known that a car, costing approximately \$900. had been thrown into the discard for \$350. when it had only been used three months by Mr. Wee and was considered good for another year at least, they would not have endorsed his abuse of the car by giving him another car costing considerably more.

I feel deeply on the question of a new car for Mr. Wee and I wish my protest to go as far as the Board. From my point of view, both the first and second car were a waste of money. If any car, as a means of transportation, is needed, a Ford runabout should, in the first instance, have been purchased; and, in the second, a new car should not have been purchased at all when there already was one only three months old. The whole transaction is one that the public would disapprove as heartily as I do.

However, the action of the committee in purchasing this car will not influence me at all in the Peking campaign, except that I shall only entertain a proposition from Dr. Stuart that will mean the committee handling the entire expenses from on and authorizing all of them.

Very truly yours,

G. O. Tamblin

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

GEORGE OLVER TAMBLYN
JOHN CROSBY BROWN

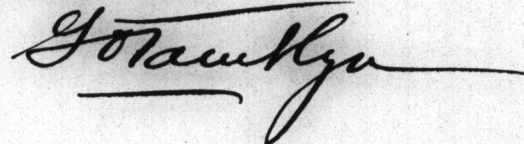
December 28, 1925

Mr. Leslie B. Moss, Secretary,
Peking University,
150 Fifth Avenue,
New York City.

My dear Mr. Moss:

This is to confirm your letter
of December 18th for continued services upon
the part of Tamblyn and Brown, according to
our letter of December 7th, and for payments
as indicated therein.

Very truly yours,



GOT:EB

0055

June 4, 1924.

Mr. George O. Tamblyn,
17 East 42nd Street,
New York City.

My dear Mr. Tamblyn:

Permit me to acknowledge the receipt of your note of May 29th, making record of the adjustment in Mr. Byrd's time in the service of the University and recording the fact that our agreement came to an end on June first.

I am sure the Trustees in their next meeting will wish to take some action showing their appreciation of the unfailingly kind and exceedingly satisfactory service which the firm of Tamblyn and Brown has rendered to the University, during these past months.

When such action is taken, I shall be glad to transmit it to you for your information.

Sincerely yours,

Assistant Secretary,
Peking University.

LBM/KJL

0056

June 18, 1924.

Mr. George O. Tamblyn,
17 East 42nd Street,
New York City.

My dear Mr. Tamblyn:

At the meeting of the Campaign Committee of the Trustees held the other day, the following action was taken:

"VOTED to request the Assistant Secretary to convey to the firm of Tamblyn & Brown the very real appreciation of the Trustees for their unfailingly cordial and efficient services during the campaign conducted for Peking University, and their gratification over the measure of success attained."

I am very happy to convey this action to you, and assure you that the Trustees hold your firm in the highest regard. Not only have the services of the firm been satisfactory, but the personal relationships which we have sustained on both sides have been entirely satisfactory and cordial.

In your letter of June 5th, you inquired as to the amount for which we would be willing to sell the Studebaker car which Mr. Wee used. We sold this car to Mr. Wee himself, so that it is no longer on the market.

Very sincerely yours,

Assistant Secretary,
Peking University.

LM/KJL

0057

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

May 29, 1924

Mr. Leslie B. Moss, Ass't. Treas.
Peking University
150 Fifth Avenue
New York City

My dear Mr. Moss:

Our Mr. Strong has informed me that Mr. Byrd has the consent of the Committee to spend a few days at his farm in doing some necessary things, but that he will make this time up to the Committee after the first of June, as you know our contract expires June first.

We have also paid out more money for salaries than we have received, and it will therefore be impossible for us to continue Mr. Byrd or anyone else after the first of June.

I assume all of this is understood by you, and this is simply a matter of record.

Very truly yours,

George Olver Tamblin

GOT:MM

0058

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

June 5, 1924

Mr. Leslie B. Moss
Peking University
150 Fifth Avenue
New York City

My dear Mr. Moss:

Thank you cordially for your letter of June 4th. It is exceedingly difficult to raise money for a foreign university by popular campaign methods. We have found many difficulties in the Peking campaign, but have done our best to cooperate with you for the past two years.

I am very glad to know that our best is not only appreciated, but entirely satisfactory. We shall be very glad to receive the action taken by the Board of Trustees as you suggest in your letter of the 4th.

Very truly yours,

GO Tamblyn

*How much in cash will
you take for Miss Studenker?*

GOT:MM

0059

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

June 20, 1924.

Mr. Leslie B. Moss,
Assistant Secretary, Peking University,
150 Fifth Avenue,
New York, N. Y.

My dear Mr. Moss:

In Mr. Tamblyn's absence in the West, please allow me to express my most sincere appreciation of the generous resolution of appreciation which was voted by your Board at the last meeting.

It has been a pleasure and privilege for Tamblyn and Brown to conduct the Peking University campaign, and I assure you that our hearts as well as our heads were in the project.

We shall follow with deep interest the work and development of the University.

Very sincerely yours,

John Crosby Brown

JCB:BRE

0060

September 25, 1924

To the Trustees of Peking University

File under
T + B

Gentlemen:

Inasmuch as the official relations between your Board and our firm closed on June 1st, we are pleased to submit for your records a summarized report of activities and results covering the entire campaign. In view of the intimate familiarity of most of the members of your Board with the whole history of the campaign, we have assumed that it would not be necessary to make an extensive report at this time. We shall be very glad to amplify the following along any lines about which you desire further data.

We are submitting the statement of specific results and also other special items as appendices. The statement of the final results, as of June 1st, is given as Appendix A, totalling \$862,023.32 of which \$516,459.32 was in cash. That statement, of course, does not take into account a number of indefinite propositions which we trust may become definite within a few months. Among these are the Sibley-Hoobler Dormitory, a building from the McCormick Estate and the Scranton-Luce Social Hall. These and certain other prospects were developed sufficiently far to give reasonable hope of their being clinched. It would be very surprising if none of them came through.

On March 27, 1923, the Director of the Peking Campaign submitted to the firm a report letter covering activities to date. That statement probably covers as much information as the members of your Board will now desire with reference to the early stages of the campaign. Permit us therefore to quote from this letter the ensuing paragraphs:

"Following a period of extensive conferences with the Committee and the University representatives, we undertook a study of the field which we had in mind, primarily as an analysis of local conditions in the more important cities from here to the Mississippi Valley. At the same time, we arranged a number of meetings in churches and clubs, primarily with the idea of providing the initial stimulus to local interest. Mr. Hung made 40 such addresses, Dr. Luce and Mr. Caskey between 15 and 20 each and Mr. Porter a few. The total number of such meetings held during the fall was over 80. While we were not emphasizing direct money getting at this stage of the enterprise, there were, of course, opportunities from time to time for definite conferences with individuals of large means. However, very little immediate result was secured.

0061

"Naturally, we had to feel our way quite carefully during these months, while we were becoming acquainted with the intricacies of denominational procedure in the three churches primarily interested in the campaign. We likewise had to determine from experience the ways in which each University representative and each Tamblin and Brown representative seemed able to render most effective service. It would have been impossible to begin active campaigning during the fall period without serious difficulty. We succeeded in getting a large number of influential people committed to helping Peking University; found out when the most seriously conflicting local campaigns would be taking place and thereby laid the basis for drawing up a measurably satisfactory schedule for 1923

"During this period came the negotiations relative to the return of President Stuart. When he finally arrived and began to share in our plans and activities, we were enabled to make radical changes in our general program. As you know, the original idea was to maintain a comparatively small staff throughout 1923 (except for hot summer weather). The presence of Dr. Stuart in the country until May made it advisable to concentrate efforts just as far as possible within the period when he could cooperate. Our experience since his arrival has abundantly justified this decision.

"Beginning immediately after the first of the year, we started active campaign operations, first in comparatively small and unimportant cities. At Columbus, Ohio we brought together practically the entire staff and also two trustees, Dr. Ward and Mr. A.J. Stock, who very kindly joined us for consultation and active help. This city and Indianapolis, which immediately followed, made clear the principal points where our procedure needed development. The chief item was in determining to hold in each case a preliminary luncheon of local pastors and other leaders, before there should be any public presentations. This plan, of course, involves risks in that the local leaders have to be convinced that they should adopt an adequate program before they have come under the influence of the strong presentations which are possible only before large audiences. The whole, however, we believe the change thoroughly worth while. The results in the first cities touched were very scanty, though, of course, this fact was by no means surprising. There has been a gradual upward tendency ever since we struck the cities of larger financial resources. We have held, this far in 1923, approximately 125 meetings including, according to an incomplete account, 56 church presentations (mostly morning services), 14 parlor meetings in prominent

homes, 33 luncheon clubs, 16 special invitation luncheons and dinners and 6 unclassified. At these meetings we have used Dr. Stuart, Dr. Luce, Professor Hung, Professor Porter, Dr. Ward, Mr. Caskey and Mr. Wee and have had for chairmen of the meetings such men as Professor E.C. Moore, Dr. James L. Barton and prominent local pastors. We have used Dr. Stuart and Mr. Hung most extensively for invitation meetings, because of their greater drawing power.

"During recent weeks we have developed a conviction that concentration of the entire campaign force in each campaign city is not the best means of securing maximum results. It has become evident that the most effective work of Dr. Luce can probably be done in pioneer cultivation work and in following special personal leads. As a general principle, moreover, we have found it necessary for the various University representatives practically to take turns in assuming primary responsibility for the conduct of the campaign in the various cities. This involves having such representative go to a given city in advance of the others to meet the local leaders for conference and for determining upon the local program. We believe this plan should be followed from now on."

To supplement this statement you may find it advisable to refer to the full plan of campaign, copy of which is included as Appendix B.

The plan as originally outlined was followed quite closely. The program of meetings actually held exceeded in number and quality our anticipation. Results immediately coming from these meetings, however, were very much less than might have been expected. The reasons for the scanty results cannot be set down with any degree of certainty and we believe that the members of your Board who were closely identified with the actual conduct of the campaign will be able to estimate these factors fully as well as we can.

To carry on the intensive program a considerably larger staff was required than is normal for a campaign of this size. In addition to the full time of Messrs. Luce, Caskey, and Hung, who were supplied by your Board for campaign activity, our firm utilized the following representatives: H.F. Strong as Director for practically full time throughout the period from September 1922 until July 1923 and for a substantial percentage of time for the remainder of the campaign period. The following associates were assigned: R.M. Allerton, Thomas F. Byrd, Miss Rosamond Wellington, Miss M. Shannon Webster, Miss Marion Davies, Lauren Arhold, K.A. Wee. The

above were all organization workers. The following representatives of the Publicity Department shared in the work: John Crosby Brown, Director, Mr. Milo C. Gibbs, Mrs. Margaret C. Jones, Miss Katherine Coombs, and John Dierdorff. Of course not all the above workers were engaged on the campaign simultaneously, but a staff of from 4 to 6 representatives of the firm was occupied for several months. For all but three months of the campaign period the firm also supplied a secretary to the Director, who assisted the University office secretary in the conduct of the work at Headquarters at 156 Fifth Avenue. A large amount of stenographic, typing and list service was provided by the firm's office at 17 East 42nd Street.

A complete list of meetings held in the course of the campaign was kept in the files at the campaign office and doubtless is available for reference at present. We are therefore not including this material as a part of our report. A number of very high grade speakers gave their services for our use, prominent among them being Dr. Harry Emerson Fosdick, Dr. Henry Sloane Coffin, Dr. John Kellman, Dr. Nehemiah Boynton, Professor Lucius C. Porter, Dr. Ralph A. Ward, Dr. Frank Mason North, President Marian L. Burton, Dr. William Foulkes, Mr. Frederick W. Stevens. Our difficulty, therefore, was not to secure adequate public presentations, but to secure a sufficient number of effective solicitations. For example, at Minneapolis a parlor meeting was held at the home of Mr. and Mrs. Charles S. Pillsbury and a well-informed Minneapolis man estimated that one-half of the wealth of Minneapolis was represented at that gathering. Nevertheless the gifts secured during the solicitation in the days following that meeting amounted only to a few hundred dollars. Throughout the period from February to June 1922, not a week passed without having a number of men and women of wealth hear the claims of Peking University strongly presented.

During the autumn of 1922 when President Stuart had returned from China, the fruits of the program began to appear. During one week in December, three \$50,000 gifts were announced. The facts therefore seem to indicate that a long period of cultivation was essential before a new constituency could be brought to the point of giving in substantial amounts. Until the fall of 1923 it had been impossible to secure any gifts larger than \$7,000 for a faculty residence. Doubtless this was due in part to the fact that the ordinary constituency of the University had been worked before our firm was related to the campaign. It will be recalled that approximately \$400,000 was secured from this constituency before the beginning of our effort to raise an additional \$1,000,000. The period

from September 1923 to June 1924 was devoted to a much more individualistic type of campaigning than the months preceding. It had been found that the University representatives were able to secure more money when working by themselves than as a team.

A trip arranged by our Mr. Byrd for President Stuart during the winter resulted in bringing information about the University to the attention of important people in a large section of the country hitherto untouched. This trip started at Chattanooga and included such towns as New Orleans, Dallas, Oklahoma City, Denver and Kansas City. Since the people who heard the addresses of Doctor Stuart at that time had previously been entirely ignorant on the subject, no immediate results were secured but it is our belief that it was decidedly worth while to have arranged this trip, because the territory covered has not been so thoroughly worked by other institutions as the East and North and the University now has a number of friends that can be developed into a good financial constituency during the coming years. In this connection, it is well to recall that throughout the campaign we had in mind not only the securing of immediate contributions, but the development of a permanent interest in the University and a number of meetings were held with the latter objective primarily in mind.

We wish to congratulate the University on acquiring the services of Mr. James H. Lewis as Executive Secretary, as we believe that this makes splendid provision for a vigorous and effective follow-up of the campaign. Both he and the members of your Board are so keenly alert to the possibilities in this connection that it is needless for us to make detailed comment.

On behalf of our staff representatives who worked on the Peking Campaign, we wish to express their very deep appreciation of the splendid spirit of frankness and friendly cooperation manifested by the members of your Board at all times. They were made to feel a sense of complete unity with the permanent administration of the University and were encouraged in the development of a deep personal interest that is not possible when they are made to feel that the relationship is simply professional. We have considered that the Peking campaign was in many ways an unusually difficult one, but it is a great pleasure to realize that the University is now in a fair way to establishment on its new site and that it has won the confidence and support of a strong constituency that unquestionably will see it through with an increasingly effective program.

Respectfully submitted,

TAMBLYN and BROWN

Appendix A

CASH AND SIGNED SUBSCRIPTIONS

General.....	\$ 341,927.32
M.E. Churches - Fall conferences....	97,684.00
M.E. Churches - Spring conferences..	73,967.00
China Medical Board.....	75,000.00
Woman's College Committee.....	<u>75,000.00</u>
	\$ 663,577.32

DEFINITE VERBAL PLEDGES

Finley Quadrangle.....	85,000.00
Warner Family.....	25,000.00
A. J. Stock of Detroit.....	5,000.00
Baltimore Presby. Dr. Hulbert's Church	3,500.00
First Presbyterian Church of Warren...	4,050.00
First Methodist Church of Evanston....	3,500.00
Church of Covenant & Cal. Presby. of..	
Cleveland.....	2,995.00
Presbyterian Residence - Albany.....	7,000.00
Charles Gibson - Albany.....	7,000.00
Edward Lincoln Smith - Seattle.....	7,000.00
Anonymous - Boston.....	<u>50,000.00</u>
	\$ 198,445.00
	\$862,023.32

CASH

General Cash.....	\$194,808.32
M.E. Churches - Fall conferences....	97,684.00
M.E. Churches - Spring conferences..	73,967.00
China Medical Board.....	75,000.00
Women's College Committee.....	<u>75,000.00</u>
	\$516,459.32

December 8, 1957

Tamblin & Brown
17 East 42nd Street
New York City

Attention: Mr. Strong

Dear Mr. Strong:

I cabled Peking regarding a strong endorsement of the University by a group of Chinese. The following reply has just come:

WE CITIZENS OF CHINA GREATLY APPRECIATE YOUR EFFORTS. BELIEVE
LARGE AMERICAN FINANCIAL AND INSTRUCTION ASSISTANCE WELCOME
AS PERMANENT CONTRIBUTIONS COUNTRY COMMUNICATE THIS TO
AMERICAN FRIENDS (signed) TSUR, KOO, YEN, CHANG POLING,
FAN YUAN LIEN, LO WEN KAN, WANG WEN TIEN, HSIUNG HSI LING.

The names signed to the cablegram indicate the following persons:

- Y.T. Tsur - First President of Tsing Hua College; now a prominent banker in Peking and on the boards of numerous educational organizations.
- T.Z. Koo - Former Chinese Minister to the United States; Minister of Foreign Affairs, Prime Minister, etc.
- W.W. Yen - Three times Prime Minister; Ambassador to Germany; at present under appointment as Ambassador to Great Britain, etc., etc.
- Chang Poling - President of Nankai University and one of the most prominent Chinese educationalists.
- Yuan Lien Fan - Former Minister of Education; Chairman of the China Foundation (American Board of Christian Missions).

0067

Tamblyn & Brown
12/8/27

Wen Kan Le - Former Minister of Finance; prominent jurist, etc.

Wen Tien Wang - President of the Peking Chamber of Commerce and of the Associated Chambers of Commerce of the country.

Hsi Ling Hsiung - First Prime Minister of the Republic; noted scholar and philanthropist; recognized as perhaps leading citizen.

Perhaps you can use this in our publicity.

Both the Lincoln Financial Service (Mr. Mallory) and the Globe Mail Service, Inc. have been informed that you are taking up this publicity matter. They have been asked to hold up material as set up for printing and for process letters respectively. I shall do nothing further except as you may call on me for conference with your publicity department.

Very truly yours,

ODW:BB

Assistant to the President

Dictated but not read by Mr. Wannamaker

0068

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

INDEXED

PEKING

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

TRANSFER

December 13, 1927

Mr. B. A. Garside,
Peking University,
150 Fifth Avenue,
New York City.

My dear Mr. Garside:

As you are aware, we submitted to Dr. Stuart and his committee a proposal to direct a campaign to raise \$300,000 for Peking University. This offer of our services, we understand from Dr. Stuart, was in terms acceptable to members of the University Board.

As Dr. Stuart's stay in the United States is to be a limited one, the desire is I believe to begin the work at the earliest possible moment. Mr. Strong, of our staff, who is to supervise the work of the campaign, has already held several conferences with Dr. Stuart. We desire, of course, to make the other assignments to the campaign at the earliest possible time, but we do not feel at liberty to do so until the signed contract is in hand.

Will you be good enough to inform me of the approximate date of such consummation, so that our assignment schedule may be arranged accordingly.

Yours very truly,

W. L. Lockwood

WLL:MM

0069

JOHN CROSBY BROWN
GEORGE OLIVER TAMMILYN

PEKING

TAMMILYN AND BROWN
11 EAST 42ND STREET
NEW YORK

December 13, 1927

Mr. B. A. Garfield,
Peking University,
150 Fifth Avenue,
New York City.

My dear Mr. Garfield:

As you are aware, we submitted to Dr. Stuart and his committee a proposal to direct a campaign to raise \$200,000 for Peking University. This offer of our services, we understand from Dr. Stuart, was in terms acceptable to members of the University Board.

As Dr. Stuart's stay in the United States is to be a limited one, the desire is to have the work of the campaign begin at an early possible moment. Dr. Stuart, of our staff, who is to supervise the work of the campaign, has already held several conferences with Dr. Stuart. We desire, of course, to have the other assignments to the campaign at the earliest possible time, but we do not feel at liberty to do so until the signed contract is in hand.

Will you be good enough to inform me of the approximate date of such consummation, so that our assignment schedule may be arranged accordingly.

Yours very truly,
W. C. Crosby

RECEIVED
UNIVERSITIES
DEC 14 1927
JOINT OFFICE

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

TRANSFER

YENCHING

INDEXED

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

December 14, 1927

Mr. Franklin H. Warner,
President of the Board,
Peking University,
150 Fifth Avenue,
New York City.

My dear Mr. Warner:

This is to confirm the verbal understanding that the goal of the Peking University campaign, in publicity and in conferences, is to be set at \$350,000, although the original amount of \$300,000 stated in the contract is to stand because terms were made for the \$300,000 goal.

It is understood that Tamblyn and Brown are accepting the moral responsibility of doing everything possible to reach this \$350,000 mark.

It is understood, of course, that all gifts received from any source whatsoever from the date of the signing of the contract shall count toward the \$200,000 mark set in the contract as entitling us to the additional payment of \$5,000.

Yours very truly,

George O. Tamblyn

GOT.MM

JOHN CROSBY BROWN
GEORGE OLIVER TAMBLIN

TAMBLIN AND BROWN
17 EAST 42ND STREET
NEW YORK

December 14, 1927

Mr. Franklin H. Warner,
President of the Board,
Peking University,
150 Fifth Avenue,
New York City.

My dear Mr. Warner:

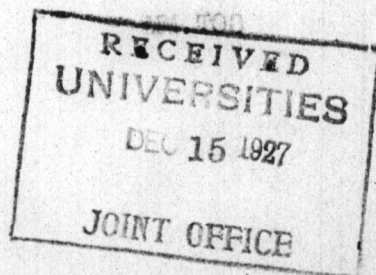
This is to confirm the verbal understanding that
the goal of the Peking University campaign, in publicity and
in conference, is to be set at \$350,000, although the
original amount of \$300,000 stated in the contract is to
stand because terms were made for the \$300,000 goal.

It is understood that Tamblin and Brown are
accepting the moral responsibility of doing everything
possible to reach this \$350,000 mark.

It is understood, of course, that all gifts
received from any source whatsoever from the date of the
signing of the contract shall count toward the \$300,000
mark set in the contract as entitling us to the additional
payment of \$5,000.

Yours very truly,

George O. Tamblin



2700

YENCHING

TRANSFER

Contract with Lambly & Brown
December 14, 1927.

PEKING

0073

RECEIVED
UNIVERSITIES
NOV 26 1927
JOINT OFFICE

0074

3 0 1 1 5 5 5 5

WITNESSES, with the full power of attorney, to them
the TRUSTEES OF PEKING UNIVERSITY, Peking, China, hereafter designated as
PEKING UNIVERSITY, party of the first part, and CHARLES W. TAMELYN and
JOHN BROWN, composing the co-partnership of TAMELYN AND BROWN, New
York City, parties of the second part.

WHEREAS, PEKING UNIVERSITY is about to inaugurate a campaign in
an effort to raise Three Hundred Thousand Dollars (\$300,000) and desires to
employ the services of TAMELYN AND BROWN to assist therein;

NOW, THEREFORE, in consideration of the mutual covenants herein
contained, the parties hereby agree as follows:

FIRST: PEKING UNIVERSITY hereby employs TAMELYN AND BROWN and
TAMELYN AND BROWN hereby agree to undertake and assist in directing said
campaign on behalf of and in all respects subject to the approval of PEKING
UNIVERSITY. TAMELYN AND BROWN will, to that end, devote the time and
resources of its organization to the campaign. **CONTRACT**
It is the general policy of the University that no similar campaign
conducted by them, and such other methods and proceedings as shall be mutually
approved by the parties hereto.

PEKING UNIVERSITY agrees to fully support the organization of
TAMELYN AND BROWN in the said campaign and to endeavor to elicit the support
and cooperation of all friends so far as this can be done, and generally to
aid and advance the interests of the campaign in every reasonable way.

IT IS UNDERSTOOD and agreed that the selection of members of the
various committees required by the plan of campaign presented by TAMELYN AND
BROWN shall be made in conference with the Campaign Manager and approved by the
campaign, and that no one engaged professionally in campaign organization or
publicity will be appointed to membership on such committees without the
approval of TAMELYN AND BROWN.

The term of this employment shall be from the date of the signing of
this contract to July 1, 1938, or until such time prior to this date as the

AGREEMENT, made the 14th day of December 1927, between the TRUSTEES OF PEKING UNIVERSITY, Peking, China, hereinafter designated as PEKING UNIVERSITY, party of the first part, and GEORGE OLIVER TAMBLYN and JOHN CROSBY BROWN, composing the co-partnership of TAMBLYN AND BROWN, New York City, parties of the second part.

WHEREAS, PEKING UNIVERSITY is about to inaugurate a campaign in an effort to raise Three Hundred Thousand Dollars (\$300,000) and desires to employ the services of TAMBLYN AND BROWN to assist therein:

NOW, THEREFORE, in consideration of the mutual covenants herein contained, the parties hereto agree as follows:

FIRST: PEKING UNIVERSITY hereby employs TAMBLYN AND BROWN and TAMBLYN AND BROWN hereby agree to undertake and assist in directing said campaign on behalf of and in all respects subject to the approval of PEKING UNIVERSITY. TAMBLYN AND BROWN will, to that end, devote the time and resources of its organization to whatever extent shall be necessary and will utilize the general methods which have proved successful in similar campaigns conducted by them, and such other methods and proceedings as shall be mutually approved by the parties hereto.

PEKING UNIVERSITY agrees to fully support the organization of TAMBLYN AND BROWN in the said campaign and to endeavor to enlist the support and cooperation of all friends so far as this can be done, and generally to aid and advance the interests of the campaign in every reasonable way.

IT IS UNDERSTOOD and agreed that the selection of members of the various committees required by the plan of campaign presented by TAMBLYN AND BROWN shall be made in conference with the Campaign Manager assigned to the campaign, and that no one engaged professionally in campaign organization or publicity will be appointed to membership on such committees without the approval of TAMBLYN AND BROWN.

The term of this employment shall be from the date of the signing of this contract to July 1, 1928, or until such time prior to this date as the

AGREEMENT, made the 14th day of December 1927, between the TRUSTEES OF PEKING UNIVERSITY, Peking, China, hereinafter designated as PEKING UNIVERSITY, party of the first part, and GEORGE OLIVER TAMBLYN and JOHN CROSBY BROWN, composing the co-partnership of TAMBLYN AND BROWN, New York City, parties of the second part.

WHEREAS, PEKING UNIVERSITY is about to inaugurate a campaign in an effort to raise Three Hundred Thousand Dollars (\$300,000) and desires to employ the services of TAMBLYN AND BROWN to assist therein:

NOW, THEREFORE, in consideration of the mutual covenants herein contained, the parties hereto agree as follows:

FIRST: PEKING UNIVERSITY hereby employs TAMBLYN AND BROWN and TAMBLYN AND BROWN hereby agree to undertake and assist in directing said campaign on behalf of and in all respects subject to the approval of PEKING UNIVERSITY. TAMBLYN AND BROWN will, to that end, devote the time and resources of its organization to whatever extent shall be necessary and will utilize the general methods which have proved successful in similar campaigns conducted by them, and such other methods and proceedings as shall be mutually approved by the parties hereto.

PEKING UNIVERSITY agrees to fully support the organization of TAMBLYN AND BROWN in the said campaign and to endeavor to enlist the support and cooperation of all friends so far as this can be done, and generally to aid and advance the interests of the campaign in every reasonable way.

IT IS UNDERSTOOD and agreed that the selection of members of the various committees required by the plan of campaign presented by TAMBLYN AND BROWN shall be made in conference with the Campaign Manager assigned to the campaign, and that no one engaged professionally in campaign organization or publicity will be appointed to membership on such committees without the approval of TAMBLYN AND BROWN.

The term of this employment shall be from the date of the signing of this contract to July 1, 1928, or until such time prior to this date as the

sum of \$300,000 is pledged, at which time the balance of the payments then due TAMBLYN AND BROWN, as per the schedule of payments included in paragraph FOURTH hereof shall be due and payable by PEKING UNIVERSITY, and the service of TAMBLYN AND BROWN shall terminate thirty days thereafter.

SECOND: TAMBLYN AND BROWN hereby agree and guarantee that except for the compensation to be paid to them, as hereinafter described in paragraphs THIRD and FOURTH, the expense of such campaign to PEKING UNIVERSITY shall not exceed the sum of Fifteen Thousand Dollars (\$15,000). An estimate of such expenses is contained in Exhibit I hereto attached and made a part hereof. It is agreed that such expenses shall include stenographic and clerical assistance and all other disbursements which may be approved by TAMBLYN AND BROWN.

Regular itemized bills for all expenses made or disbursements incurred by TAMBLYN AND BROWN, accompanied by vouchers for all of such disbursements, shall be rendered to PEKING UNIVERSITY by TAMBLYN AND BROWN and forthwith paid by PEKING UNIVERSITY. It is expressly understood, however, that no expenses or disbursements made or incurred in connection with said campaign by PEKING UNIVERSITY shall be charged against or paid from the said fund of Fifteen Thousand Dollars (\$15,000) unless the same are made or incurred upon the written authorization of TAMBLYN AND BROWN. TAMBLYN AND BROWN agree that such expenses and disbursements shall, in no event, exceed the sum of Fifteen Thousand Dollars (\$15,000) and that if, in the interests of the campaign such total amount is exceeded, TAMBLYN AND BROWN will stand the loss.

It is further understood and agreed that on formal written request by PEKING UNIVERSITY, the time for payment of such expenses and disbursements may be extended by TAMBLYN AND BROWN for a period not exceeding sixty days. If payment is not then made it is agreed that TAMBLYN AND BROWN may, in their discretion, withdraw their staff from work on the campaign without prejudice to their rights under this contract.

John O. Tamlyn
John O. Tamlyn

THIRD: As compensation for the services to be rendered hereunder by TAMBLYN AND BROWN, and for assuming all responsibilities in connection with it, as also herein provided, PEKING UNIVERSITY agrees to pay to TAMBLYN AND BROWN, subject to the conditions hereof, the sum of Fifteen Thousand Dollars (\$15,000). TAMBLYN AND BROWN agree that out of the amount of their said compensation they will themselves assume and pay the salaries of all persons who may be engaged by them, including the Campaign Manager and the director of publicity, together with their associates, but not including stenographic and clerical assistance provided to be paid out of the expense fund as described in paragraph SECOND hereof.

FOURTH: The said sum of Fifteen Thousand Dollars (\$15,000) shall be paid as follows:

One Thousand Dollars (\$1,000) on signing of the contract;

One Thousand Dollars (\$1,000) January 15, 1928;

One Thousand Dollars (\$1,000) February 15, 1928;

One Thousand Dollars (\$1,000) March 15, 1928;

Two Thousand Dollars (\$2,000) April 15, 1928;

Two Thousand Dollars (\$2,000) May 15, 1928;

Two Thousand Dollars (\$2,000) June 15, 1928;

And:

Oct 1, 1928

Five Thousand Dollars (\$5,000) ^{if and} when \$200,000 is raised ^{prior to} *Oct 1, 1928*

IN WITNESS WHEREOF, the party of the first part has caused its name and seal to be hereunto affixed by the officers duly thereunto authorized, and the parties of the second part have hereunto set their hands and seals on the day and year first above written.

// (Party of the first part)

TRUSTEES OF PEKING UNIVERSITY, Peking, China.

Frank H. Warren Pres.

B. A. Garrison Sec. Treas.

(Parties of the second part)

TAMBLYN AND BROWN, New York, N. Y.

Georg O. Tamblin (L.S.)

John Crosby Brown (L.S.)

WITNESS:

ESTIMATE OF EXPENSE

EXHIBIT I

ORGANIZATION

Dinners,
Transportation,
Multigraphing and mimeographing,
Hotel and meals,
Listing and addressing,
Postage,
Printing and stationery,
Miscellaneous.

Volunteer Expenses -
Fares and meals,
Stationery and printing,
Miscellaneous.

\$8,500.

PUBLICITY

Bulletins and leaflets,
Miscellaneous printing,
Multigraphing and mimeographing,
Pictures and clippings,
Postage,
Transportation and hotel expenses,
Miscellaneous.

4,000.

HEADQUARTERS & EMERGENCY EXPENSE FUND

Rent, equipment, messenger service,
telephone and telegraph, stenographic
and clerical service.

Emergency Expense Fund.

2,500.

TOTAL \$15,000.

Note: The above items may be more or less than estimated but the total of \$15,000 cannot be more. If expenses authorized by Tamblin and Brown exceed this estimate, Tamblin and Brown stand the loss. If it should be possible to complete this effort at a cost less than the total estimated, the client saves the difference, as Tamblin and Brown are reimbursed only for the actual expenses as they are incurred. This, therefore, is an estimate with a guarantee.

Tamblin and Brown pay all bills directly and render regular statements accompanied by vouchers. These statements are payable upon presentation.

EXHIBIT II

Fee of Tamblyn and Brown for planning, directing and assuming the responsibility of the campaign, including the personal direction of Mr. Tamblyn in organization and of Mr. Brown in publicity; and to cover the salaries of the Campaign Manager and the Director of Publicity and their associates, and all other persons employed on the campaign in organization and publicity , \$15,000.

Note: This is a fixed sum and cannot be more or less. Payment is made to Tamblyn and Brown on stated dates, as designated in the contract.

An initial payment of \$1,000 is payable upon the signing of the contract to provide a revolving expense fund.

TENTATIVE PLAN AND ESTIMATE OF EXPENSE
OF A CAMPAIGN DESIGNED TO RAISE \$200,000
FOR PEKING UNIVERSITY, PEKING, CHINA

Upon invitation we respectfully submit herewith a tentative plan and estimate of expense of a campaign designed to raise the sum of \$200,000 for Peking University, Peking, China.

The prospect of this renewed association with the work of the University is particularly gratifying because of the happy and agreeable associations we enjoyed in the campaign which it was our privilege to direct in 1922-23. The **TENTATIVE PLAN OF CAMPAIGN** was \$1,000,000. The return to the University is known to your Board - the approximately \$800,000 which was pledged **PEKING UNIVERSITY** operation of the effort and the very considerable additions which were later made as a direct result of the interest and contacts incident to the active operation of the campaign.

We believe the chances of securing the objectives of the effort have considerably been greatly enhanced by the work of the former effort and the interest then created in the University's unique service.

The experience gained and the contacts made throughout the period of direction of the former campaign we believe will be of the utmost value in this contemplated effort. Furthermore, we are fortunate in having available Mr. Harold F. Strong, who directed the former campaign and who

2

TENTATIVE PLAN AND ESTIMATE OF EXPENSE
OF A CAMPAIGN DESIGNED TO RAISE \$300,000

FOR PEKING UNIVERSITY, PEKING, CHINA

Upon invitation we respectfully submit herewith a tentative plan and estimate of expense of a campaign designed to raise the sum of \$300,000 for Peking University, Peking, China.

The prospect of this renewed association with the work of the University is particularly gratifying because of the happy and agreeable associations we enjoyed in the campaign which it was our privilege to direct in 1922-23. The objective of that undertaking was \$1,000,000. The return to the University is known to your Board - the approximately \$900,000 which was pledged during the actual operation of the effort and the very considerable additions which were later made as a direct result of the interest and contacts incident to the active operation of the campaign.

We believe the chances of securing the objective of the effort here considered have been greatly enhanced by the work of the former effort and the interest then created in the University's unique service.

The experience gained and the contacts made throughout the period of direction of the former campaign we believe will be of the utmost value in this contemplated effort. Furthermore, we are fortunate in having available Mr. Harold F. Strong, who directed the former campaign and who

0083

we purpose placing in general supervisory direction of the proposed undertaking. *date as the full objective of \$20,000 is pledged.*

We believe that in view of the general impression that all the educational work under such Western Christian auspices has lapsed in China, the fact that Peking University has survived and is carrying on uninterruptedly an ever growing educational service of such standard excellence will appeal to the public imagination and support with singular force just at this time.

We conceive it of the utmost importance that this message from the Orient be presented personally by the President of the University wherever the campaign organization is extended and as frequently as physical limitations permit. We recall the results of Dr. Stuart's personal presence and participation in the former campaign, and we respectfully urge that he remain in this country and available for personal participation in the enterprise throughout its duration, if possible. While the cooperation of the others associated with the President in the active work of the former campaign was most helpful in every way we respectfully submit that the head of the University is best qualified to carry to the public mind and conscience the unique and most important message which Peking University has for the people of this nation and its appeal for support.

CAMPAIGN PROGRAM

Our program provides for the service of our organization from

the date of signing the contract to July 1, 1928, or until such time prior to that date as the full objective of \$300,000 is pledged.

Further, it provides for general supervision by Mr. Strong, the continuous service of such woman member of our staff as shall seem best adapted to the work, such publicity service as may be necessary for the production of pamphlet and newspaper copy, and such office managerial direction as is necessary to the preparation of prospect lists, mailings and office routine.

The organization and solicitation will be extended to such population centers as may be agreed upon as expedient by our Campaign Manager and such directing campaign committee as the University may supply. These will be considered as key cities and in each one the necessary local organization will be built up with a chairman in charge and such committees as may be found necessary to insure approach to prospective givers.

CAMPAIGN ORGANIZATION

We shall ask the appointment of a campaign committee of nine persons in whose hands responsibility for the enterprise will rest and through which we may work.

The members of this committee will be asked to serve as chairmen in charge of such divisions of the undertaking as the preparation of prospect lists, selection of chairmen of the key cities where local

organizations are to be established, passing on the publicity produced, supplying of speakers and other necessary function of the campaign.

The total maximum estimate of expense of such a campaign as to be organized, the objective of which is \$20,000, is thirty thousand dollars (\$30,000).

Of this total estimate fifteen thousand dollars (\$15,000) is a first sum to cover the fee of the firm, its overhead and the salaries of all persons employed from its staff throughout the duration of the campaign. This payment is proportioned over the duration of the campaign with an initial payment of \$1,000 at the time of signing the contract. This is a considerable reduction from the initial payment usually provided for in our contracts for similar objectives. It is made in consideration of our previous work in the latter campaign.

The remainder of the total estimated cost, or fifteen thousand dollars (\$15,000) is to meet the expenses of the campaign such as printing, mailings, travel and living, rental of headquarters if necessary, literature, telephone and meetings and all incidentals. These expenses will be paid by the firm as they accrue and vouchers therefor will be received by the campaign treasurer for our reimbursement. If the campaign cost is completed under the expense estimate of \$15,000, the saving will be to the Government.

Our guarantee is that the cost of the entire undertaking will not exceed the total estimate of \$20,000.

Respectfully submitted,
[Signature]

MAXIMUM COST OF THE CAMPAIGN

The total maximum estimate of expense of such a campaign as is herein considered, the objective of which is \$300,000, is Thirty Thousand Dollars (\$30,000).

Of this total estimate Fifteen Thousand Dollars (\$15,000) is a fixed sum to cover the fee of the firm, its overhead and the salaries of all persons assigned from its staff throughout the duration of the enterprise. Its payment is apportioned over the duration of the campaign with an initial payment of \$1,000 at the time of signing the contract. This is a considerable reduction from the initial payment usually provided for in our contracts for similar objectives. It is made in consideration of our direction of the former campaign.

The remainder of the total estimated cost, or Fifteen Thousand Dollars (\$15,000) is to meet the expenses of the campaign such as printing, mailings, travel and living, rental of headquarters if necessary, dinners, luncheons and meetings and all incidentals. These expenses will be paid by the firm as they accrue and vouchers therefor will be returned to the campaign treasurer for our reimbursement. If the campaign can be concluded under the expense estimate of \$15,000, the saving will be to the University.

Our guarantee is that the cost of the entire undertaking will not exceed the total estimate of \$30,000.

Respectfully submitted,
Tamblyn and Brown.

November 28, 1927.

0087

THE FIRM OF TAMBLYN AND BROWN

It is assumed that before entering into any contractual agreement the Board of Trustees of Peking University will desire some detailed statement of the firm's work and personnel. For this reason the following is respectfully submitted:

The firm was organized by George Olver Tamblyn and John Crosby Brown in July, 1920. It now has a staff of more than one hundred seventy persons, eighty of whom are college men and women of wide experience and carefully trained in modern, scientific money-raising methods.

This entire personnel is a permanent one, employed on a yearly basis. Because of this fact it has been possible to make selections carefully and to insure adequate training. The experience and varied abilities of this entire personnel are at the disposal of the firm's directors and of its clients.

Within the last seven years the firm has raised more than Fifty-five Million Dollars (\$55,000,000) for clients, and now has under consideration campaigns, the total objective of which approximates Eighty-five Million Dollars (\$85,000,000). A partial list of these campaigns (those concluded and those now in course of operation) follows:

St. John's College
St. Lawrence University
St. Stephen's College
Smithsonian Institution

Harvard University
Yale University
Columbia University
University of Chicago
University of Wisconsin
University of Michigan
University of California
University of Texas
University of Illinois
University of Pennsylvania
University of Maryland
University of Virginia
University of North Carolina
University of South Carolina
University of Georgia
University of Florida
University of Alabama
University of Mississippi
University of Louisiana
University of Arkansas
University of Missouri
University of Kentucky
University of Tennessee
University of West Virginia
University of Texas at Austin
University of Texas at El Paso
University of Texas at San Antonio
University of Texas at Dallas
University of Texas at Fort Worth
University of Texas at Permian Basin
University of Texas at San Marcos
University of Texas at San Antonio
University of Texas at Dallas
University of Texas at Fort Worth
University of Texas at Permian Basin
University of Texas at San Marcos

NAME OF CAMPAIGN	LOCATION
Adelphi College	Brooklyn, New York
American Society for Control of Cancer	New York City
Arnold Arboretum	Jamaica Plain, Mass.
Berkeley Divinity School	Middletown, Conn.
Boston Repertory Theatre	Boston, Mass.
Boys' Club of Boston	Boston, Mass.
Brigham Hospital, Robert	Boston, Mass.
Cambridge Hospital	Boston, Mass.
Clarke School	Northampton, Mass.
Clarkson College of Technology	Potsdam, New York
Colgate University	Hamilton, New York
Episcopal Theological School	Cambridge, Mass.
Warren G. Harding Memorial	Washington, D.C.
Grace Cathedral	San Francisco, Calif.
Hotchkiss School	Lakeville, Conn.
International Y.M.C.A. College	Springfield, Mass.
Lake Erie College	Painesville, Ohio
McAuley Water Street Mission	New York City
Manlius School	Manlius, New York
Middlebury College	Middlebury, Vermont
Mount Holyoke College	South Hadley, Mass.
Muhlenberg Hospital	Plainfield, New Jersey
Mount Union College	Alliance, Ohio
National Association of Credit Men	New York City
National Fire Protection Association	Boston, Mass.
Near East Colleges (Robert College & Women's College of Constantinople;	College of Constantinople;
American University, Beirut, Syria)	American University, Beirut, Syria)
New York State College for Teachers	Albany, New York
Newton Theological Institution	Newton, Mass.
Oberlin College	Oberlin, Ohio
Olivet College	Olivet, Michigan
Oklahoma University Assn. (Stadium)	Norman, Oklahoma
Oregon University	Eugene, Oregon
Peking University	Peking, China
Pennsylvania College for Women	Pittsburgh, Pennsylvania
Phi Beta Kappa	New York City
Presbyterian Hospital	New York City
Ripon College	Ripon, Wisconsin
Roxbury Latin School	Roxbury, Massachusetts
St. John's College	Annapolis, Maryland
St. Lawrence University	Canton, New York
St. Stephen's College	Annandale, New York
Smithsonian Institution	Washington, D.C.

University of the South	Sewanee, Tennessee
University of Southern California	Los Angeles, Calif.
University of South Dakota	Vermillion, S. D.
Stevens Institute of Technology	Hoboken, New Jersey
Taft School	Watertown, Conn.
Travelers Aid Society	New York City
Union Theological Seminary	New York City
University of Georgia	Athens, Georgia
Vanderbilt University	Nashville, Tennessee
Wells College	Aurora, New York
Wesleyan College	Macon, Georgia
Wesleyan University	Middletown, Conn.
Williams College	Williamstown, Mass.
Woman's Medical College	Philadelphia, Pa.
Woman's Roosevelt Memorial	New York City
Yale University	New Haven, Connecticut
Yale-in-China	New Haven, Connecticut
Yankton College	Yankton, South Dakota

The amounts sought in the campaigns above listed range from \$100,000 to \$20,000,000. The latter sum is the objective in the campaign for Yale University. The campaign for the Cathedral of St. John the Divine is for \$15,000,000, and the objective of the University of Southern California campaign is \$10,000,000.

In order to facilitate the direction of national campaigns and to insure the fullest efficiency and economy in their operation, the firm has established branch headquarters in Boston, Chicago, Washington and San Francisco.

The firm of Tamblin and Brown does not assume contracts on a percentage or a contingent fee basis. Its contracts are predicated on an itemized budget covering all expenses.

The direct solicitation of funds is never made by the firm's

staff. This is necessarily the work of the committees and individuals interested directly in the campaign, and who bear the weight and authority of such connections.

The experience gained in more than one hundred fund raising efforts, covering the entire country, the intimate knowledge of conditions in the principal centers of population, the personal contacts made with many representative citizens, and the efficiency which a trained and permanent staff and systematized business method of direction afford make possible the utmost economy and effectiveness in the firm's direction of campaigns.

Reference may be made to the heads of the above mentioned institutions or associations, or to any client of the firm.

PEKING

TRANSFER

Peking University

December 15, 1927

Tushlyn & Brown,
17 East 42nd Street,
New York City.

Gentlemen,

We acknowledge with thanks the receipt of Mr. Tushlyn's letter of December 14th, addressed to Mr. Franklin H. Warner, confirming the verbal understanding that the goal of the Peking University campaign is to be set at \$350,000. A copy of this letter is being forwarded to Mr. Warner.

We are enclosing herewith our check to your order for \$1,000.00. This is due in accordance with the terms of our contract with you.

Very truly yours,

BAS/b

0092