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Tarnblyn and Brown
1928-1935

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TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

YENCHING

TRANSFER

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

January 4, 1928.

Mr. Franklin H. Warner,
C/o Peking University Office,
150 Fifth Avenue,
New York City.

My dear Mr. Warner:

I am dropping you this note because I am leaving tonight for Boston and cannot see you tomorrow and will not be able to see you before Tuesday or Wednesday of next week.

You will recall that after the contract was discussed and submitted to you, I consented to having the goal raised from \$300,000. to \$350,000. without any increase in the amount of money or remuneration to Tamblyn and Brown. I did this because Peking University is a former client of ours and because of my great respect for President Stuart and others who are giving so generously of their time to this pioneer work.

Now Mr. Strong informs me that Dr. Stuart is very anxious that the goal be increased to \$400,000. and that the gift of Mr. Mc Brier of \$100,000. count toward a campaign that is to be announced as \$500,000. Dr. Stuart and Mr. Strong seem to think, and I share their opinion to some extent, that this larger goal announced will help us in raising money. Dr. Stuart's idea is that we change the item of \$85,000. to \$135,000., the addition to be for the dormitory.

I understand that Dr. Stuart has already secured one gift of \$8,000. from Mrs. Jenkins. This, of course, is very acceptable but I had hoped that she would make a much more substantial contribution.

Now, I should be willing to make this change, viz; the goal as \$500,000. counting Mr. Mc Brier's gift. This would leave \$400,000. for us to raise but we cannot increase our goal from \$300,000. to \$350,000. without a financial change and then from \$350,000. to \$400,000 without a change. The amount under the revised plan would be \$100,000. in excess of the amount designated in the contract.

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As a suggestion for the solution of this problem I submit the following: Our fee for the contract is only \$15,000. of which I find \$5,000. is conditioned on our reaching \$200,000. I suggest, therefore, if this meets with your approval and that of the committee the contract signed stand and you simply send me a letter of acceptance to the effect that in addition to the contract it is agreed that if and when -

- (1) the sum of \$300,000. is reached there shall be made available for the expenses of the campaign such as printing, postage, travel, etc. (but of course no part coming to Tamblin and Brown) the sum of \$5,000.
- (2) and that if and when the sum of \$325,000. is pledged toward Peking University, counting all sums to the University excluding, of course, the payment of pledges made prior to the signing of the contract December 14th, 1927 - there shall be due and payable to Tamblin and Brown the sum of \$5,000.

Dr. Stuart and Mr. Strong are in Boston tomorrow, Thursday January the 5th. I also am there on other business but I shall be stopping at the Copley Plaza Hotel. Mr. Strong informs me that Dr. Stuart and he are anxious to know whether they can announce the \$500,000. effort so I would appreciate it very much if you could send me a wire as to your judgment on this matter and then I will inform Mr. Strong.

Wishing you the compliments of the season, I remain

Cordially yours,

George D. Tamblin

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PEKING

fill with contract

Jan. 7, 1928.

Tamblin & Brown,
17 East 42nd St.,
New York, N.Y.

Gentlemen:

Your letter from Mr. Tamblin dated Jan. 4th. is received. I have confirmed this letter in a telegram personally. Yesterday the Finance Committee of Peking University authorized me to approve of the plan for increasing the original contract which is as follows:

"(1) the sum of \$300,000. is reached there shall be made available for the expenses of the campaign such as printing, postage, travel, etc. (but of course no part coming to Tamblin and Brown) the sum of \$5,000."

(2) and that if and when the sum of \$325,000. is pledged toward Peking University, counting all sums to the University excluding, of course, the payment of pledges made prior to the signing of the contract December 14th, 1927 - there shall be due and payable to Tamblin and Brown the sum of \$5,000."

Although the total of the campaign is \$500,000., yet it is understood that Mr. McBrier's subscription comes on top of the contract of \$400,000. Mr. McBrier insists that his \$100,000 should be the last \$100,000. of the \$500,000. Of course, it is an old subscription which we are merely using to round out the figures.

Very truly yours,

JHU

0097

PEKING

TRANSIT

March 15, 1928

Jan. 7, 1928.

Dr. J. H. ...

... your letter from ... I have ...
... of the ...
... which is as follows:

(1) ...
... (but of course no ...
... and ...

(2) ...
... of ...
... of ...
... of ...
... of ...
... of ...
... of ...
... of ...

Very truly yours,

[Handwritten signature]

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UNIVERSITIES
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TRANSFER

PEKING

INDEXED

March 15, 1928

File this 943

Memorandum for Dr. Stuart:

This will confirm our verbal understanding that the expenses incurred by Mr. Wee in connection with his trip to Columbia and any further expenses which may be incurred by Mr. Nash or others in connection with the Department of Journalism promotion are not to be considered as a part of our regular campaign budget. Unless I hear from you or Mr. Evans to the contrary, I shall assume that this can be handled by our paying any expense accounts which may be submitted by Mr. Wee, Mr. Nash or others in this connection, but that we shall keep a special record of such payments and be reimbursed by the University for campaign expenses over and above our regular budget to whatever amount these journalism expenses aggregate.

I assume that the same principle would apply in the case of any expenses which may be incurred in connection with promoting the Department of Physical Education, which, like the Department of Journalism, is not included in the list of authorized campaign objectives. Please let me know if this understanding is not correct.

Cases may arise where the same principle would apply with reference to Princeton-in-Peking items. As you know, we arranged to handle the Princeton-in-Peking dinner on January 31 because of a misunderstanding as to its possibilities in furthering the present campaign. We do not, however, wish to raise any issue on that score because the arrangements were entered into with entire good faith on both sides and the situation turned out differently from all expectations.

H. F. Strong

HFS S

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LEKING

TRANSFER

COPY

March 16, 1928

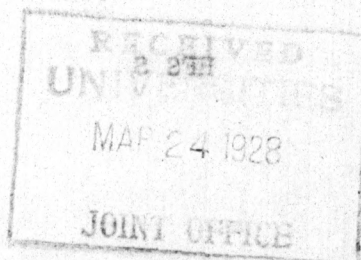
Memorandum for Dr. Stewart:

This will confirm our verbal understanding that the expenses incurred by Mr. Wee in connection with his trip to Columbia and any further expenses which may be incurred by Mr. Wee or others in connection with the Department of Journalism promotion are not to be considered as a part of our regular campaign budget. Unless I hear from you or Mr. Evans to the contrary, I shall assume that this can be handled by our paying any expenses accounts which may be submitted by Mr. Wee, Mr. Nash or others in this connection, but that we shall keep a special record of such payments and be reimbursed by the University for campaign expenses over and above our regular budget to whatever amount these Journalist expenses aggregate.

I assume that the same principle would apply in the case of any expenses which may be incurred in connection with promoting the Department of Physical Education, which, like the Department of Journalism, is not included in the list of authorized campaign objectives. Please let me know if this understanding is not correct.

Cases may arise where the same principle would apply with reference to Princeton-in-Peking items. As you know, we arranged to handle the Princeton-in-Peking dinner on January 23 because of a misunderstanding as to its possibilities in furthering the present campaign. We do not, however, wish to raise any issue on that score because the arrangements were entered into with entire good faith on both sides and the situation turned out differently from all expectations.

H. T. Brown



PEKING

INDEXED

TRANSFER

Peking University

May 7, 1928

Mr. H. F. Strong,
17 East 42nd St.,
New York, N.Y.

My dear Mr. Strong:

We quote for your information the following action of the Campaign Committee taken at a meeting held on April 26th. I trust this action adjusts to your satisfaction the matters covered by your memorandum to Dr. Stuart dated March 15, 1928.

"The Secretary presented a memorandum from Mr. H. F. Strong of the firm of Tamblin & Brown confirming a verbal understanding with President Stuart (1) That the expenses incurred by Mr. Nash, Mr. Wee, or others in connection with the Department of Journalism, where paid by Tamblin & Brown, would not be counted within the regular budget for campaign expenses as agreed upon by the University and Tamblin & Brown; (2) That any expenses incurred by Mr. Wee or others in connection with promoting the Department of Physical Education likewise would not be counted within the regular budget; and (3) That any further expenses in connection with Princeton-in-Peking items might in some cases also not be counted within this budget. The Secretary also reported on informal conferences with Mr. Strong as regard to the method of handling expenses of the Yenahing dinners held in Philadelphia on April 12 and in New York on April 24.

"Dr. Stuart briefly explained certain details of the memorandum. Mr. Wannamaker stated that the third point referred to in the memorandum would be provided for by having the Princeton-in-Peking treasurer handle direct any expenses in connection with their promotional work. After the discussion it was

C-2291 VOTED That the Committee approves the following supplementary understanding in connection with expenses of the current campaign:- (a) That expenses incurred by Mr. Nash, Mr. Wee, or others in connection with the Department of Journalism, whether or not paid by Tamblin & Brown, will not be counted within the budget for expenses contained in the contract between the University and Tamblin & Brown dated December 14, 1927, and the supplementary agreement approved by the Finance Committee on January 6th, 1928, but will be charged to the account of the Department of Journalism. (b) That likewise any expenses incurred by Mr. Wee or others in connection with the Department

Mr.H.P.Strong-2

5/7/28

of Physical Education will not be counted within the approved Tamblin & Brown campaign expense budget but will be charged to the general campaign expense account. (c) That the contributions of hostesses toward the cost of the Yenching dinners held in Philadelphia on April 12th and in New York City on April 24th will be applied directly toward defraying the expenses of these dinners, leaving only such costs as are not covered by these contributions to be borne by the campaign expense budget."

Very sincerely yours,

BAG-H

CC: Campaign Office

0 102

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INDEXED

PEKING

July 2, 1928

TRANSFER

Franklin H. Warner, Esq.,
30 Ridgview Avenue,
White Plains, New York.

My dear Mr. Warner:

After talking with you on the phone Friday afternoon, I called Mr. Wannamaker again. He told me that the next meeting of the campaign Committee has been called for Tuesday afternoon at 3:30. He said that presumably a memorandum to this effect had been sent to you. Probably it went to your New York address.

Pursuant to our telephone conversation, I am sure that the firm of Tamblin and Brown will be glad to make the necessary arrangements to continue its services for the University until July 15th. Unless you advise us to the contrary, we shall assume that the University will continue to honor expense items incurred through us up to July 15th, provided of course that the total expenses are kept within the original authorized budget. There will be no difficulty about keeping well within this budget.

May we not also assume that the contract with its several provisions shall be considered as applying to the extended period - that is, July 15th, instead of July 1st as originally planned. I refer to this matter simply to make sure that we all have the same understanding when the final adjustment is made between the University and Tamblin and Brown.

I am sending a copy of this letter to Mr. Garside.

Very cordially yours,

H. J. Shoung

HFS:HO'C

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REKING

July 2, 1928

Franklin H. Warner, Esq.,
30 Riddgeway Avenue,
White Plains, New York.

My dear Mr. Warner:

After talking with you on the phone Friday afternoon, I called Mr. Lammiman again. He told me that the next meeting of the campaign committee has been called for Tuesday afternoon at 3:30. He said that presumably a memorandum to this effect had been sent to you. Probably it went to your New York address.

Pursuant to our telephone conversation, I am sure that the firm of Tamplin and Brown will be glad to make the necessary arrangements to continue its services for the University until July 15th. Unless you advise us to the contrary, we shall assume that the University will continue to honor expense items incurred through us up to July 15th, provided of course that the total expenses are kept within the original authorized budget. There will be no difficulty about keeping well within this budget.

May we not also assume that the contract with its several provisions shall be considered as applying to the extended period - that is, July 15th, instead of July 1st as originally planned. I refer to this matter simply to make sure that we all have the same understanding when the final adjustment is made between the University and Tamplin and Brown.

I am sending a copy of this letter to Mr. Corvado.

Very cordially yours,



0104

August 30, 1928.

FINAL REPORT ON CAMPAIGN FOR YENCHING UNIVERSITY

Tamblyn & Brown

I. RESULTS

Ostensibly, this was a campaign for \$500,000 and technically this objective was not reached during the period of our firm's formal connection with the campaign, namely, December 15, 1927 through July 15, 1928. It is very difficult, however, to avoid confusion in analyzing and presenting a summary of the result. In the following statement three totals are given; number one being the definite total for specific campaign objectives; two, the total including conditional gifts; and number three, the total of contributions received from all sources, including those not recognized as approved campaign objectives. Total number two deserves chief consideration, the difference between that amount and \$500,000 representing the amount still needed in order to complete the campaign successfully.

The situation with reference to results in this campaign is also complicated by another factor which, so far as my experience or information is concerned, is without precedence in the firm's record. Through one of the trustees, President Stuart was placed in touch with a certain New York lady who wrote \$50,000 into her will for the University. Later Dr. Stuart discovered that a large additional gift could be made available from the same source. At the time Dr. Stuart left this country to return to China, he was under the impression that he had been definitely promised a \$100,000 gift from a wealthy Chicago family. On that basis, we lacked less than \$50,000 of completing the fund. He, therefore, recommended that the above-mentioned New York woman should not be asked at this time to make her further contribution because of the possibility of securing a still larger sum later for a special object not connected with the present campaign. Sometime after Dr. Stuart's departure, it developed that the Chicago family did not consider themselves as definitely bound to the \$100,000 contribution, and indicated that they would be unable to make any contribution at the present time. Despite this fact, the total was brought to within \$75,000 of the goal before the expiration of our extended contract period. Shortly thereafter the new executive secretary, Mr. Wannemaker, had a conference with the trustee who had the contact with the New York lady from whom a further gift was thought to be obtainable. Mr. Wannemaker asked if this lady could not be induced to make a contribution at this time sufficient to complete the fund and clinch the conditional gift of \$90,000 from Mr. and Mrs. Boyd, of Philadelphia. He was told that this would be possible, but that if it were done this trustee could not undertake to cooperate further with a view to securing the much larger contribution for the special object Dr. Stuart had in mind. In other words, by taking \$50,000 or \$75,000 now to complete the present campaign, the University would be losing the opportunity of securing upwards of a quarter of a million later from the same source. Quite properly Mr. Wannemaker recommended that the trustee continue to work for the large gift outside the present campaign, but, in so doing, turned aside a definite and immediately available means of completing the present effort. Without questioning the wisdom of the decision thus made, it is worth noting that it was the deliberate choice of the University authorities to defer completion of the present campaign in order to achieve a later objective of great importance.

II. ANALYSIS

Obviously the speed with which any campaign can be made to reach its productive stage depends upon the thoroughness with which the institution's natural constituency was cultivated in months and years preceding the campaign. While, as **AUGUST 30, 1928** a useful campaign for the same institution was held under the direction of our firm about four years ago, a series of unfortunate and unavoidable occurrences in the intervening period robbed the University of its opportunity to pave the way for the further financing. In particular, our secretary was installed near the close of the previous campaign, but his tragic death, coming at a time when the University was not well prepared to make a proper readjustment of its administrative problems, resulted in leaving the task of several thousand dollars and prospective donors for the most part untouched and many losses. Therefore, the beginning of the present campaign found the

Pledged before our contract signed **\$100,000.00**

Pledged during contract period: wide-spread lack of public confidence in the University of China
Cash and signed subscriptions **145,901.62**
Requests **85,000.00**

(1) Definite total **\$330,901.62**

Conditional gifts (Boyd and Pfeiffer) **95,000.00**

(2) Grand total applying toward campaign objectives **\$425,901.62**

Not applying toward campaign objectives:

Laura Spelman Rockefeller
Memorial gift **\$140,000.00**

Department of Journalism
(Conditional) **22,152.69**

Department of Physical
Education (Verbal) **25,000.00**

Total of non-campaign gifts to University **187,152.69**

(3) Total from all sources **\$614,854.31**

Pledged since end of contract period,
(July 17 - August 30) **27,814.33**

In view of the general lack of public confidence referred to above, it was clear from the first that it would be unwise to attempt any sort of mass solicitation or any extensive program of public presentations such as are productive

II. OBSTACLES

Obviously the speed with which any campaign can be made to reach its productive stage depends a great deal upon the extent and thoroughness with which the institution's natural constituency was cultivated in months and years preceding the campaign. While, as you know, a successful campaign for the same institution was held under the direction of our firm about four years ago, a series of unfortunate and unavoidable occurrences in the intervening period robbed the University of its opportunity to pave the way for the further financing. An executive secretary was installed near the close of the previous campaign, but his tragic death, coming at a time when the University was not well prepared to make a quick readjustment of its home administrative problems, resulted in leaving the list of several thousand donors and prospective donors for the most part untouched for many months. Therefore, the beginning of the present campaign found the constituency uninformed and consequently apathetic.

This difficulty was aggravated by the wide-spread lack of public confidence in the future of China because of the destructive civil war then in progress. Most of the news coming out of China, throughout a greater part of the campaign just passed, was unfavorable. Moreover, a number of outstanding Americans from whom we might have expected cooperation had become antagonized through unfortunate and disastrous business experiences in China during recent years. For example, one wealthy New Yorker, who had given largely to the previous campaign, had given also to a hospital in central China which was put out of commission by the disorders connected with the civil war. Naturally, he was not approachable for a further contribution at this time. It was into such an atmosphere of popular indifference and skepticism that Dr. Stuart and his associates had to go when presenting their case for the new campaign.

A further complication lay in the fact that the foreign missionary boards of each of the three denominations officially backing Peking University were in very serious financial straits. In the case of the Methodist Board, the problem was so serious that an old debt to the University had become long overdue and there is still no present prospect of being able to pay it, let alone to give constructive cooperation in encouraging its adherents to make additional commitments. This precarious financial situation faced by the Boards made it necessary for their most experienced and effective financial secretaries to devote themselves almost exclusively to specific Board problems, thereby making them unavailable for active participation in the University's campaign. Another factor of importance was the necessity for President Stuart to return to China in time to attend Commencement. Bearing in mind that two of the five months when Dr. Stuart was available were February and March, the period when so many wealthy people are away from their home communities, it will be readily seen that Dr. Stuart had scant opportunity to cultivate properly any large number of wealthy prospective donors. In view of these time limitations, it is remarkable that he accomplished as much as he did.

III. METHOD

In view of the general lack of public confidence referred to above, it seems clear from the first that it would be unwise to attempt any sort of mass organization or any extensive program of public presentations such as are productive

when public opinion is alert and favorable. To aid Dr. Stuart in covering the most important part of the field, we had the full time of Dr. Chester E. Jenney, who had excellent capacity but was handicapped by never having been in China. We had the part time of Mr. Olin D. Wannamaker whose primary responsibility during most of the campaign was as executive secretary for Princeton-in-Peking. We had occasional service from certain trustees and from two members of the University's faculty, Dr. F.T. Lew and Mr. K. A. Wee. Another promising addition to the speaking and soliciting staff was Mr. John Earl Baker, an engineer and transportation expert, recently returned from China. He, however, had to be released for service with the China Famine Committee before there had been opportunity to use him in any extensive way.

Our policy throughout the campaign was to limit, so far as possible, the group presentations to occasions when they could be followed up promptly by personal solicitation. The attached report of the office manager gives a complete list of the luncheons, dinners and other group meetings that were held as a definite part of the campaign. There were several other addresses which had indirect value for our purposes, but were not arranged as a part of the campaign proper. Both Dr. Stuart and Dr. Jenney devoted a large share of their time to individual visits to cities where they had special contacts of importance. In a number of cases, no meetings were held at all and some of the best results of the campaign came through such visits supported by the use of printed matter prepared by our Publicity Department.

As is customary in such campaigns, we deferred all general mail appeals until the final stage of the undertaking, the first approach being a letter over the name of Dr. Stuart to the entire prospect list which was released shortly after he sailed for China. This was followed by a definite appeal by Mr. Wannamaker which brought decidedly good results. Approximately \$43,000 came in as a direct result of these two sets of letters. At his own suggestion, Mr. Wannamaker handled the issuing of these letters at the permanent office of the University, rather than through Tamblin and Brown facilities, the cost, however, being of course charged to the campaign account and campaign printed matter being used as enclosures.

It had been hoped that a special organization of women could be developed to work particularly for the objectives related to the Woman's College. Due, primarily, to the unavailability of the only women who could properly lead such a movement, this special phase of the campaign could not be developed in any extensive way. The outstanding feature of this phase of the campaign was the dinner promoted by the women's committee under the direction of Miss Dick, of our staff, and held at the Biltmore Hotel, New York, the evening of April 24th. A similar dinner had been held the evening of April 12th at Philadelphia. These dinners were followed up as thoroughly as the available personnel would permit. In each case, however, the productiveness of the dinners lay more in the stimulation of active interest on the part of men and women who had already been informed about the University, rather than in the development of any considerable new field.

During April a special effort was initiated to secure contributions from business men in New York for the establishment of a Department of Applied Economics. This matter was presented by President Stuart and Mr. J. E. Baker at a luncheon at

India House, but almost immediately thereafter Mr. Baker was called to his work with the Famine Relief Committee. There is now a small group of men, including a special committee appointed by the American Asiatic Association, interested in this project. It proved impracticable to secure immediate contributions due, in part, to lack of soliciting personnel and in part to delay in securing the official backing of the American Asiatic Association and their approval of the statement of plan as prepared by Mr. Wannemaker.

During the progress of the general campaign, separate efforts were carried forward on behalf of the Department of Journalism and Department of Physical Education. Neither of these items came within the list of approved campaign objectives, but the campaign personnel and printed matter were utilized on behalf of both from time to time.

IV. FUTURE POSSIBILITIES

In a previous section of this report it was noted that one gift of \$100,000 was offered and then withdrawn and that another very large gift was in prospect. These two possibilities ought certainly to be followed up during the coming months with considerable hope of success. Moreover, the movement on behalf of the Applied Economics Work is in shape to be carried forward aggressively during the autumn. The new Harvard-Yenching Institute of Chinese Studies and the new and closer relationship between the University and Princeton-in-Peking should afford opportunities of widening the giving constituency of the University and of securing individual contributions from Harvard and Princeton men respectively for specific objects which did not come within the range of the present campaign. It doubtless will take some time to develop, in the Harvard group, the consciousness of any special obligation to Yenching. The interest of the Princeton group, however, has already been actively developed by Mr. Wannemaker and by means of a dinner held, as a part of the Yenching campaign, at the Biltmore, on January 31st.

In various parts of the country, a number of wealthy men and women who have been seen by Dr. Stuart and Dr. Jenney, or other University representatives, should prove a promising field for further efforts. A number of them who indicated inability to contribute last spring, promised cooperation later. Moreover, the improved political situation in China should make it possible to accomplish tangible results in many quarters where this was impossible during recent months.

Respectfully submitted,

TAMBLYN AND BROWN

Publicity

August 31st, 1928.

Pamphlets

Booklets and leaflets prepared for the Yenching University campaign were as follows:

1. Major Booklet. Thirty-two pages with illustrations.
2. Facts Leaflet. Sixteen pages with illustrations.
3. Picture Leaflet. A six-page folder containing fifteen photographs, the same size as the illustrated booklet and used chiefly as an insert for this booklet.
4. Pledge blank folder. A small decorative folder in four colors, containing a brief description of the University and its needs with an attached pledge form.
5. John Earl Baker leaflet. A brief biographical sketch, with photograph.
6. Reprint of an editorial in the Wall Street News.

Newspaper Publicity

The procedure in securing newspaper publicity conformed to the policy followed in obtaining gifts. Since the appeal for funds was to be made to selected groups instead of the general public, no program of widespread newspaper publicity was planned. News events of the campaign were covered as they occurred. Meetings were covered in New York City, Boston, Philadelphia and Chicago, and photographs of Dr. Stuart and Mr. Baker were used in different cities.

Considerable attention was given to announcements of the establishment of the Harvard-Yenching Institute of Chinese Studies and the gift of \$2,000,000 for this purpose by the Hall estate. The Associated Press sent out half a column of this news release and stories of greater length were carried in newspapers in Boston and New York. Editorial comment on this story appeared in several cities. An editorial which appeared in the Wall Street News was based upon newspaper reports of Dr. Stuart's address at a Princeton-in-Peking dinner.

August 31st, 1928.

CONTRIBUTIONS TO BE CREDITED TO 1928 CAMPAIGN
for
YENCHING UNIVERSITY
(Received since August 28, 1928)

<u>Date Received</u>	<u>Donor</u>	<u>Residence</u>	<u>Purpose</u>	<u>Cash</u>	<u>Pledges</u>
Aug. 29	Miss Mary L. Atsatt	Los Angeles, Cal.	Women's Coll.	\$10.00	
"	Mrs. J.S. Lawson	Freehold, N.J.	Undesignated	25.00	
"	Miss Grace E. Berry	Claremont, Cal.	"	10.00	
"	Mr. S.H. Kingsbury	Scranton, Pa.	"	25.00	
" 30	Mr. John W. Snyder	San Diego, Cal.	"	10.00	
" 31	Mrs. Gertrude R. Rugh	New York City	"	25.00	
" "	Mrs. Howard Dingle	Cleveland Heights, Ohio.	"	5.00	
				\$ 110.00	

Additional Data

Cash gifts to date from beginning of Campaign	\$ 87,938.96
Pledges sure to count on the Boyd pledge	171,432.00
Gift from Trustee - pledge	100,000.00
Laura Spelman Rockefeller Memorial - pledge	140,000.00
<u>Gifts for Journalism:</u>	
Mrs. Elmhorst's pledge -	3,500.00
Cash gift from American Society of Newspaper Editors -	1,000.00
Other sure gifts and pledges	152.69
The Boyds' own pledge - conditional	90,000.00
Publishers' written pledges - conditional	15,000.00

(signed) L. McCoy

OFFICE MANAGER'S REPORT

YENCHING (PEKING) UNIVERSITY CAMPAIGN

CAMPAIGN - Yenching University (Peking)

LOCATION - Peking, China.

American Office, 150 Fifth Avenue, New York, N.Y.

OBJECTIVE - \$500,000.

PURPOSE - For Endowment, Buildings, and Deficit.

PERIOD - December 14, 1927 to June 30, 1928.
Extension - July 1, to 15, 1928.

CAMPAIGN

HEADQUARTERS 17 East 42nd Street, New York, N.Y.

CAMPAIGN

ORGANIZATION Director -

Harold F. Strong

Office Managers

Mabel Holland - until February, 1928
Marie E. Doramus - February-July, 1928.

Organizers

H.L. Beers
Rebecca B. Dick
Alden Sawyer
H.H. Schmeler
Mildred Winship

Publicity Writer

Margaret Jones

Secretaries

Klimbeth Sayet - until April, 1928.
Melyn O'Connor - April - July, 1928.

Clerks

Clerical assistance furnished by
Service Department as necessary.

0112

**CLIENT'S
CAMPAIGN
ORGANIZATION**

Campaign Committee - The officers and trustees of Peking University

Treasurer - B.F. Garfield, Assistant Secretary and Asst. Treasurer of Peking University.

Workers - Dr. J. Leighton Stuart, President of Peking University.

Dr. Chester E. Jenney

Dr. T. T. Low (lectures)

E. A. Wee (lectures)

Olin D. Wannamaker

John Earl Baker (temporary)

Louise H. McCoy

Blanche Britten

LISTS

- Approximately 10,000 names, drawn from the following sources:

- Peking University mailing list
- Contributors to the University
- Members of the American Asiatic Association
- Members of the Council on Foreign Relations
- Officers and Committee members - Foreign Policy Association
- Princeton University Alumni
- Prominent New Yorkers
- Prominent Philadelphians
- Names suggested by Messrs. Luce, Gibb, Strong

MEETINGS AND CONFERENCES

- December 15, 1927 - 11:00 Conference at office of Tamblin and Brown, followed by luncheon at Uptown Club. Present: 5 representatives of Peking University H. F. Strong and Mrs. Margaret Jones.
- December 17, 1927 - 12:30 Luncheon conference on publicity; Uptown Club. Present: 4 representatives of Peking University, Mr. Brown, Mr. Parker, and Mr. Strong.
- January 5, 1928 - 12:30 P.M. Luncheon - Chamber of Commerce, Boston, Mass. Dr. J. L. Stuart, speaker. Present: 35 guests H. F. Strong
- January 11, 1928 Meeting at University of Missouri, Columbia, Mo. Dr. J. Leighton Stuart, speaker.
- January 12, 1928 - Meeting at home of Mr. and Mrs. Francis Huyck, Albany, New York. Present: 10 guests O. D. Wannamaker representing Peking Univ. H. L. Beers, representing Tamblin & Brown.
- January 13, 1928 - Meeting at Kansas City, Missouri. Speakers: J. Leighton Stuart Vernon Nash
- January 16, 1928 - Lake Forest, Illinois, Presbyterian Church. Speaker: Dr. J. L. Stuart
- February 7, 1928 - 12:45 Luncheon at Union Club, Cleveland, Ohio. Speakers: Dr. Stuart Dr. Barton Dr. Jenney Present: H. L. Beers, representing Tamblin and Brown 18 guests
- February 13, 1928 - 7:30 P.M. Auburn Theological Seminary Speaker: Dr. J. L. Stuart
- February 14, 1928 - 8:30 P.M. Meeting at home of Mr. and Mrs. George Welwood Murray, Montclair, N. J. Speakers: Dr. Stuart Mr. Wee Present: 28 guests
- February 20, 1928 - 12:30 P.M. Luncheon Conference at Down Town Association. James H. Post, host. Present: 10 guests H. F. Strong, H. L. Beers

- February 27, 1928 - 12:45 Luncheon at Hungry Club, Pittsburgh, Pa.
Speaker: Dr. C. E. Jenney
- March 20, 1928 - 12:45 Men's luncheon at Bellevue Stratford Hotel,
Philadelphia, Pa.
Speaker: Mr. Baker
- March 25, 1928 - 4:00 P.M. 4th Presbyterian Church, Chicago, Ill.
Speaker: Dr. J. L. Stuart
- March 27, 1928 - 1:00 P.M. Friends of China luncheon
Speaker: Dr. T. T. Low
Present: 36 guests
Mr. H. H. Schueler
- March 27, 1928 - 3:00 P.M. Meeting at home of Mrs. Rudolph Mats
Chicago, Ill.
Speakers: Dr. Jenney
Dr. Low
- March 27, 1928 - 8:00 P.M. Meeting at home of Mrs. E. D. Burton,
Del Prado Hotel, Chicago, Ill.
Speakers: Dr. Stuart, Mr. Baker
Present: 55 guests and Mr. Schueler
- March 29, 1928 - Meeting of Princeton University Alumni, Chicago.
Speaker: Dr. Stuart
- March 28, 1928 - 1:00 P.M. Rotary Club luncheon, Chicago, Ill.
Speaker: Dr. Stuart
- April 3, 1928 - 1:00 P.M. Luncheon at home of Mrs. George W. McKee,
Pittsburgh, Pa.
Speaker: Dr. J. L. Stuart
- April 12, 1928 - 7:00 P.M. Dinner at Bellevue-Stratford Hotel,
Philadelphia, Penna.
Speakers: Dr. Stuart, Mr. Wee,
Mr. Baker, Mrs. Mm. Boyd
Present: 125 guests
Rebecca B. Dick, Alden Sawyer
- April 17, 1928 - 12:30 P.M., India House, New York.
Luncheon of American Asiatic Association
Speakers: Dr. J. L. Stuart
John E. Baker
Present: 65 guests
H. F. Strong

- April 18, 1928 - 12:30 P.M. Luncheon at Merchants Club,
Baltimore, Maryland.
Speaker: Dr. J. L. Stuart
Mr. Wanneraker
- April 24, 1928 - 7:30 P.M. Dinner at Hotel Biltmore, New York.
Speakers: Dr. Mary E. Woolley
Dr. J. Leighton Stuart
Present: 160 guests
Mr. Strong
Mrs. Jones
Miss Dick
- May 4, 1928 - 1:00 P.M. Luncheon at Hotel Statler, Cleveland, O.
Speakers: Dr. Stuart
Dr. Jenney
Present: 14 guests
C. J. Trimmer
- May 5, 1928 - 12:30 P.M. Luncheon conference - Peking
trustees and committee, Uptown Club,
New York.

MAILINGS

- January 18, 1928 - 3000 invitations to Princeton-in-Peking dinner at The Biltmore, New York.
- February 1, 1928 - 175 invitations to Cleveland luncheon.
Signed by Homer T. Johnson
Mailed at Cleveland.
- February 1, 1928 - 500 printed invitations to Montclair residents to attend meeting at home of Mr. and Mrs. George Welwood Murray, Montclair.
- March 15, 1928 - 325 invitations to meeting at Mrs. Mats's home, Chicago
Mailed at Chicago.
- March 15, 1928 - 500 invitations to meeting at Mrs. Burton's home, Chicago
Mailed at Chicago.
- March 29, 1928 - 834 letters to Chicago prospects.
Signed: J. Leighton Stuart.
Mailed at Chicago.
- March 30, 1928 - 135 Major books to special Chicago list.
- April 10, 1928 - 63 invitations to Baltimore luncheon.
Signed: Robert Garrett
Mailed at Baltimore.
- April 12, 1928 - 544 invitations to members of American Asiatic Association and general New York list, to A.A.A. luncheon at India House.
Mailed at New York.
- April 25, 1928 - 28 personal letters to Boston prospects.
Signed by Dr. C. E. Jenney.
Enclosures: Facts leaflet, pledge blank, personal card, and return envelope.
Mailed at Boston.
- April 26, 1928 - 25 invitations to Cleveland luncheon
Signed: M. L. Thomsen
Mailed at Cleveland.
- May 1, 1928 - 32 letters to Philadelphia prospects
Signed: J. Leighton Stuart.
- June 1, 1928 - 212 letters to list of Philadelphia prospects furnished by Mr. Gibb
Signed: J. Leighton Stuart
- June 1, 1928 - 8000 letters to general mailing and prospect list.
Signed: J. Leighton Stuart
Mailed at New York.
- June 25, 1928 - 8000 letters of appeal to general list
Signed: Olin D. Wannamaker
Enclosures: pledge blank and return envelope
Mailed at New York.

SUBSCRIPTIONS

Total number of subscribers 316

Pledged before signing of contract \$100,000.00

Amount subscribed during campaign period, - to July 16,
applying to campaign objectives 325,901.62

Cash and pledges \$145,901.62

Bequests - McLean 50,000.00
Hoobler 35,000.00

Conditional - Boyd 90,000.00
Pfeiffer 5,000.00

Money raised during campaign period, but not applying to
campaign objectives:

Laura Spelman Rockefeller Memorial,
For Division of Social Sciences \$140,000.00

Department of Journalism
Definite \$ 4,652.69
Conditional 17,500.00 22,152.69

Department of Physical Education
(Verbal promise) 25,000.00

Pledge toward Dr. Lew's salary 1,800.00 188,952.69

Total amount raised from all sources \$614,854.31

Subscribed since close of campaign, - July 17 to August 30. \$27,814.33

July 16, 1928

YENCHING UNIVERSITY

The following amounts were returned to the New York office of Peking University, 120 Fifth Avenue, on July 8, 1928:

1	Gift of	\$100,000
1	"	90,000
1	"	50,000
1	"	35,000
1	"	17,700
1	"	11,000
2	"	10,000
1	"	8,000
7	"	5,000
1	"	3,000
1	"	2,500
2	"	2,000
1	"	1,800
1	"	1,250
27	"	1,000
1	"	964.62
1	"	645
1	"	600
15	"	500
1	"	380
2	"	300
5	"	250
7	"	200
2	"	150
35	"	100
24	"	50
1	"	45
2	"	35
1	"	30
29	"	25
9	"	20
4	"	15
32	"	10
21	"	5
3	"	2
1	"	1

Walter D. Ferguson,

Office Manager.

7/16/28

0119

INVENTORY

The following material was returned to the New York office of Peking University, 150 Fifth Avenue, on July 6, 1928.

All cuts used in the major book, "Our University in Peking", cut used in the John Earl Baker leaflet, and cuts used in the Picture Leaflet.

375 Pledge blanks
3635 Major books
3345 Major book envelopes
565 Baker leaflets
1900 Facts leaflets - 2 editions
3255 Picture leaflets
145 Reprints from "The Wall Street News"
25 "Christianity and Confucianism"
25 #13 envelopes
150 mimeographed copies of "Yenching in Christian Education"
200 mimeographed copies of "A Christian Institution in China".

All correspondence files of 1928 campaign

1923 file material received from Peking University office

Card index of New York and Philadelphia special gifts prospects

* * * * *

Cuts used in making four-color pledge blank folder were returned during June.

All photographs supplied for use in connection with publicity were returned personally by Mrs. Jones.

(signed)

Marie E. Deramus.

Office Manager.

7/10/28

PEKING

TRANSFER

September 20, 1928

Tamblyn & Brown
17 East 42nd Street
New York City

Gentlemen:

In accordance with the notification you sent us a few days ago we are sending you herewith our check for \$5,000. due in accordance with the terms of our contract with you when \$200,000. has been received in the present Peking Campaign.

Very truly yours,

Assistant Treasurer.

BAG/HE
Enc. 1 check

0121

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

PEKING

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

TRANSFER

September 24, 1928

Mr. B. A. Garside, Ass't Treasurer,
Peking University,
150 Fifth Avenue,
New York City, N. Y.

My dear Mr. Garside:

We acknowledge with thanks receipt of
check for \$ 5,000. covering payment of contingent
amount due when \$ 200,000. raised according to contract.

Very truly yours,

TAMBLYN AND BROWN

George Oliver Tamblin
Treasurer

RRG/BR

0122

TRANSFER

YENCHING

Yenching University

November 17, 1928.

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

Gentlemen,

Enclosed we are sending you a check for \$391.53 in payment of your bill rendered November 7th.

We understand that with the payment of this bill we have settled in full all amounts due under our contract with you dated December 14th, 1927, and revised as proposed by Mr. Tamblin on January 4th, 1928 and approved by the Finance Committee on January 8th, 1928; except that it may be possible that minor delayed charges might be received during the next few weeks from volunteer workers in the campaign.

We sincerely appreciate the capable and understanding service which Tamblin and Brown has rendered the University in the recent promotional campaign.

Very cordially yours,

HAG/G

0 123

TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

YENCHING

GEORGE OLVER TAMBLYN
JOHN CROSBY BROWN

November 28, 1928

TRANSFER

*see Stuart
1/27/29
to Mr. Brown 1/27/29*

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

My dear Dr. Stuart:

I had planned to write to you before this and to acknowledge for the firm your very gracious comments regarding the members of our staff assigned to your campaign and the manner in which they fitted into your organization in the direction of the second campaign for Yenching University.

Mr. Brown and I have felt from the beginning that the success of our work depended to a very large extent on the careful selection and training of our personnel and their employment on a permanent basis. Only in this way can we offer our clients an experienced staff of men and women of character and a high degree of intelligence. We are happy, therefore, to have your judgment strengthen our opinion that our theories are sound and that the staff assigned to Peking is a worthy example.

Concerning the recent campaign, you are of course already familiar with the financial results achieved. There was approximately \$258,000 in cash and pledges and two conditional gifts totalling \$95,000, which, together with the \$100,000 gift in hand before the campaign was launched, brought the total, including contingent gifts, up to \$453,000 toward a \$500,000 goal.

In this connection you will undoubtedly recall the contract arrangements with Tamblin and Brown whereby \$10,000 was provided for fee and salaries, as well as a contingent fee of \$5,000 (already paid) if, and when, \$200,000 was reached, and a second contingent fee of \$5,000 if \$325,000 was secured by October 1st. As noted above, the \$325,000 has been reached if contingent gifts are included. We would not, however, count such gifts unless the conditions under which they were made were met.

0124

Legally, therefore, the second \$5,000 conditional fee is not due Tambllyn and Brown. However, in view of the fact that in both of our campaigns for Peking we have rendered the best possible service, and on the first campaign our net loss was \$5,762.80 and our profit on the campaign just closed is less than \$475, we are taking the liberty of seeking your counsel.

You will recall that through one of your trustees you were placed in touch with a certain woman in New York who wrote \$50,000 for the University into her will. Later it was discovered that a large additional gift could be made available from the same source.

However, at the time this question came up you were planning to return to China and it was quite definitely understood that there was a gift of \$100,000 which would be made by a wealthy family in Chicago. On that basis less than \$50,000 was needed to complete the fund and it was recommended that the New York woman should not be asked to make a further contribution at that time because of the possibility of securing a still larger sum for a special object not connected with the campaign. However, sometime after your departure it developed that the Chicago family did not consider themselves definitely bound to the \$100,000 contribution and indicated that they would be unable to make such a gift at this time. Despite this fact, the goal was within \$75,000 of the objective.

Shortly thereafter Professor Wannamaker had a conference with the trustee who had originally made the contact with the woman from whom it was thought a substantial gift could be obtained and inquired of the trustee whether or not this lady could be properly asked to make a gift sufficient to complete the fund and clinch the gift of \$90,000 from Mr. and Mrs. Boyd. Professor Wannamaker was told that this would be possible but that if this were done, the trustee in question could not undertake to secure the much larger contribution which he had in mind.

Of course Mr. Wannamaker did not wish to prejudice the securing of the larger gift and so told the trustee to do nothing about the matter at the present time. We do not for a moment question the wisdom of that decision, but the fact remains that the decision undoubtedly prevented the securing of an amount which would have completed the campaign, and hence prevented our collection of the \$5,000 fee which would have been due us under our contract.

No evidence
it is in will

Wrong

Dr. Stuart Page 3.

With the above in mind, I am wondering if you would feel that the facts in the case warrant your bringing the matter to the attention of your Board. We do not in any way wish to appear small in regard to this matter. On the other hand we have, and I am sure that you will agree, rendered a satisfactory service and in so doing have incurred a substantial loss. Even if the \$5,000 now in question is paid, Tamblin and Brown will still have a net loss of several hundred dollars as the result of its relationship to the two Peking campaigns. And finally, because the conditions under which the contingent fee was payable to Tamblin and Brown were made impossible by the deliberate choice on the part of your Board, we are taking the liberty of bringing the matter to your attention and seeking your good advice.

In closing, Mr. Brown and I wish to express the hope that you are enjoying the best of health and that the work to which you have set your hand and heart will continue to prosper.

With kindest personal regards, I am

Very cordially yours,

George O. Tamblin

GOT:M:H

0126

1890

11:11:00



TAMBLYN AND BROWN
17 EAST 42ND STREET
NEW YORK

GEORGE OLIVER TAMBLYN
JOHN CROSBY BROWN

INDEXED

TRANSFER

YENCHING

December 20, 1928

Mr. Franklin Warner
30 Ridgeview Avenue
White Plains, N. Y.

My dear Mr. Warner:

Thank you very much for your letter of December 13th. You are quite right in your handling of the figures given you. We sincerely regret, however, that through a stenographic error the wrong figures were given in your copy of our letter to Dr. Stuart. Our letter to you read "\$3,762.80"--the correct figure being \$5,762.80 (Mentioned at top of Page 2 in our letter to Dr. Stuart). My secretary not wishing to send you one of the yellow carbons, retyped on white paper a copy for you and one for Professor Wannamaker. It was in the retyping that the error was made as the original read "\$5,762.80".

The figures, therefore, should read as follows: \$5,762.80 net loss on the first campaign; \$475. net profit on the second campaign; \$5,287.80 net loss on the first and second campaigns. This, therefore, means that if we receive the contingent fee of \$5,000, the net loss will still be \$287.80.

I agree with you absolutely that the question as to whether our firm is entitled to the \$5,000 has nothing to do with profits or losses on the present campaign.

However, whether we shall be able to continue to furnish a trained staff for money raising for charitable and educational institutions, similar to Peking, depends on whether or not we are making money on individual campaigns. We thought therefore that you would be interested in the statements as to the financial relations in the matter of profit so far as our work on the Peking Campaigns was concerned.

0128

Furthermore, I know that Tamblin and Brown has always been treated justly by your Board. Therefore, since our General Manager, Mr. Strong, agreed with your committee that it would be more to the future interests of the University not to urge an immediate gift on the part of the New York woman, referred to in the second paragraph of my letter to Dr. Stuart, and in so advising jeopardized our chances of collecting a \$5,000. contingent fee, we took the liberty at the conclusion of the campaign of raising the question as to whether we ought to suffer the loss of the \$5,000. — particularly when the goal might have been easily reached had we advised sacrificing for immediate returns much larger gifts to be made after our contract was null and void.

I personally believe that your Board of Trustees will wish to pay this \$5,000. for the services that they have received during the two campaigns, and I thank you very much for correcting the error that was made in your letter. Also, I would like to state that whatever action the Board may take will be accepted by us although the profits thus far for the work of the firm in connection with Peking University will not keep our doors open.

With the compliments of the season, and with kindest personal regards, I am

Very sincerely yours,

Georg O. Tamblin

GOT:R:H

Furthermore, I know that the design and drawing of the
treated justly by your board. Therefore, since the
Manager, Mr. Brown, agreed with your committee that it
would be more to the future interests of the University not
to urge an immediate gift of the part of the New York
referred to in the second paragraph of my letter to Dr.
Stuart, and in so advising jeopardized our chances of col-
lecting a \$3,000. contingent fee, we took the liberty at
the conclusion of the meeting of raising the question of
to whether we ought to enter the loss of the \$3,000.
particularly when the total gift had been nearly reached
and we wished to avoid the possibility of a return gift
gift to be made by the University.

I personally felt that your Board of Trustees will wish
to pay this \$3,000. For the record, that they have received
during the two campaigns, and I thank you very much for
correcting the error that was made in your letter. Also,
I would like to state that the above action was taken
will be accepted by the Board of Trustees of the University
work of the first in connection with the University will
not keep our doors open.

With the realization of the success of the above
regarding the

Very sincerely,
Henry O. Smith

DEC 26 1928

RECEIVED
UNIVERSITIES
DEC 26 1928
JOINT OFFICE

0130

TRANSFER

January 4, 1929

My dear Mr. Tamblyn:

I must apologize for not having acknowledged your letter of December 11th. The extreme pressure near the end of our special campaign forced me to set aside much routine correspondence. Moreover, your letter did not contemplate that I should take any action prior to receiving a letter from Dr. Stuart and I have, therefore, felt there was no great pressure in replying.

Prior to receiving a letter from President Stuart may I record the following fact which seems to me to have a very important bearing upon the matter you discussed in your letter to him. You refer to the fact that we had the opportunity of securing an additional pledge of perhaps \$50,000 from a donor who had already taken an interest in the campaign to that extent and that we decided not to ask one member of our Board, who could have secured that additional \$50,000 pledge from this giver, to do so because we preferred to cultivate this particular person in the hope of securing an endowment later on for one section of the University. Perhaps the facts were not quite what they seemed to be at the moment. Recent developments would seem to indicate that this is true.

When we came near the end of the campaign and were without any prospect of securing the last \$10,000 - 15,000 to confirm the conditional gift of \$90,000 from Mr. and Mrs. Boyd, we did as a matter of fact resort to the member of the Board to whom you refer, telling him our situation. He, however, was unwilling to approach the person in question even for an additional \$10,000 in spite of the urgent pressure brought to bear upon him by another member of the Board of Trustees. Fortunately we secured the final \$10,000 from other sources.

The nature of the intimation regarding that possible additional \$50,000 was such that we should not under any circumstances have asked the member of the Board in question to request this second pledge except as a last resort. In other words, I do not suppose we should under any circumstances have asked him to do so as long as we could secure an extension of time on the conditional \$90,000 gift. Is it reasonable, therefore, to say that the final development in this matter shows that there never was an additional \$50,000 available to the University but which it did not request because of future interests involved?

Since I have no official authority in this matter, this letter is purely a personal reply to your personal letter to me. No doubt Dr. Stuart will reply to your letter addressed to him and in due time the proper committee of the University Trustees will be prepared to discuss the matter with you officially.

Sincerely yours,

Assistant to the President

Mr. George O. Tamblin
c/o Tamblin and Brown
17 East 42nd Street
New York City

ODW:BB

0132

YENCHING

TRANSFER

May 15, 1929

INDEXED

Mr. George O. Tamblyn,
17 East 42nd St.,
New York, N.Y.

My dear Mr. Tamblyn:

We have now been able to bring to the attention of the Executive Committee of Yenching University your letter of November 28, 1928, to Dr. Stuart, and your letters of December 11 and December 20 to Mr. Franklin Warner. We also reported to the Committee the comments by President Stuart and Mr. Warner on the matters covered by your letter.

After careful and sympathetic consideration of the factors involved in your suggestion that the second \$5,000.00 contingent fee be paid to Tamblyn and Brown by Yenching University, the Executive Committee took the following action:-

"E-2594 VOTED that the Secretary be instructed to inform Mr. George O. Tamblyn of the firm of Tamblyn and Brown that the Executive Committee of the Trustees of Yenching University has given careful consideration to the factors set forth in Mr. Tamblyn's letter to Dr. Stuart under date of November 28, 1928, but has been unable to give favorable consideration to the proposal made by Mr. Tamblyn that the Trustees pay to Tamblyn and Brown a second contingent fee of \$5,000."

A number of factors entered into the deliberations of the Executive Committee, but I think the one that was mentioned most prominently in their discussions was the extremely tenuous nature of the possible gift from "a certain woman in New York" to which you referred in your letter of November 28. As a matter of fact, just at the end of the campaign in December, 1928, we had what we thought was a very definite promise that this lady would be willing to contribute the last \$10,000.00 needed to complete the objectives of the campaign. When we attempted to follow up the matter, however, we found that not only was the \$10,000.00 not forthcoming, but that our hopes for future gifts were not quite as bright as we had thought. I am passing on this information to you in the strictest confidence, but I feel that it should be given to you in order that you may understand the situation.

We all very much appreciate the cooperation and the sympathetic

0133

Mr. Geo. O. Tashlyn-2

3/10/27

interest taken by Tashlyn and Brown in the last campaign, and sincerely regret that the Trustees found it necessary to take the action quoted above.

Very sincerely yours,

Secretary

BAG-H

0134

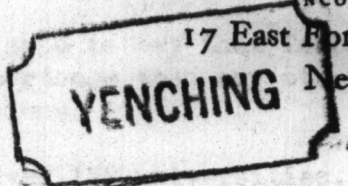
DIRECTORS
JOHN CROSBY BROWN
President
JOHN M. K. ABBOTT
WALTER B. DICKINSON
HAROLD HOWLAND
CARLTON O. MILLER
CLARENCE J. MYERS
GLENN C. QUIETT
BYRON W. SHIMP
JOSEPH WALKER, JR.

TAMBLYN AND BROWN

INCORPORATED

17 East Forty-second Street
New York

Telephone
VANDERBILT 3-5000



December 2, 1955

ack, 1/3/56

Mr. B.A. Garside,
Associated Boards for China Colleges,
150 Fifth Avenue,
New York City

Dear Mr. Garside:

In view of the fact that the Committee of Yenching University, with whom I had the pleasure of conferring last Wednesday, will consider the offer of cooperation which I made on that occasion on behalf of Tamblyn and Brown, Incorporated, at a meeting this afternoon, it has occurred to me that it might be convenient for the Committee to have a written statement from me to consider at this meeting. Accordingly, I am writing to recapitulate some of the points which I made on Wednesday, to state the precise terms of our offer, and to indicate the record and qualifications of the personnel whom we would assign to the University should our services be engaged. I am enclosing two extra copies in case they should be desired by committee members.

Qualifications of Tamblyn and Brown, Incorporated.

First, as to our qualifications for competent service to Yenching University. These seem to me to fall under three main heads:

1. We have demonstrated our ability to serve the University successfully on two previous occasions.

Our first period of association lasted for 24 months and our second period for 8 months. On these occasions our plan and program of action were found acceptable, our representatives worked harmoniously and effectively with Dr. Stuart and with members of your Board and other friends of the University and we learned how to give Dr. Stuart the kind of help and cooperation he most needs - an important asset since he must necessarily be the leader in any fund raising activity. We won the confidence of Dr. Stuart and that of the Board members and committee members with whom we worked. We learned to know Yenching University and how to present its appeal in ways that brought generous financial response.

This experience would give us an invaluable foundation on which to resume our service to Yenching University. Of the three staff members who gave the most time to the service of the University in our previous association, two, namely Miss Davies and Miss Dick, are still members of our staff.

0135

2. I think it safe to say that Tamblyn and Brown, Incorporated, has had a broader experience than any other professional firm in serving educational institutions.

We have served 132 universities, colleges and schools and have helped these institutions to add over \$86,000,000 to their financial resources. Among these have been Yale, Harvard (Arnold Arboretum), Stanford, Brown, Williams, Colgate, Wesleyan, Mt. Holyoke, Radcliffe, Vassar, Wells, Oberlin, Vanderbilt, Berea, Rollins, the Universities of Michigan, Oregon, Ohio and Georgia, Union Theological Seminary, Chicago Theological Seminary, Episcopal Theological School, Hill, Hotchkiss, Taft, and Spence, the Near East Colleges and Yenching University.

3. Our experience in serving colleges during the present year in organizing programs of education and cultivation preliminary to active fund raising activity would be valuable to Yenching University.

We have served Atlanta University, Brown University, the Catholic University of America, and the Taft School in this capacity, and have rendered Vassar publicity service in connection with its bequest cultivation program. We are now conducting a campaign for \$500,000 for the Taft School. For the Catholic University earlier this year we conducted a quiet special gifts campaign in Washington for \$200,000, payable over a three year period. The sum of \$77,000 was raised. This by no means represents the full results of the campaign, since a number of donors including some of the largest contributors, while stating their intention to give each year for three years, would only announce their first year's gift at this time. The point about this effort which was most pleasing to the Catholic University authorities was that almost the entire \$77,000 came from persons who had never contributed to the University before. The services of Tamblyn and Brown, Incorporated, in building up a list of new supporters and preparing the basic case and in organizing the solicitation were warmly commended, and the authorities of the University have expressed themselves as confident that the good will and new interest which have been developed will be paying dividends to the University for years to come.

I mention this because here is a definite case of money which we have helped to raise for an American college within the past year and which I omitted to mention at the meeting on Wednesday.

I am sure that if your Committee were to check up with the Catholic University, Brown University, the Young Women's Christian Association and the Young Men's Christian Association of New York, which are the institutions to which we have given the most service during the year, 1935, you would receive convincing testimony as to the present effectiveness of our organization.

Offer of Immediate Service

As a result of my talks with Dr. Stuart and with your Committee, our background of intimate knowledge of Yenching University and its constituency,

the detailed information we possess as to the plans of other educational institutions, and our contacts with the giving public, I sincerely believe that the best interests of Yenching University can be served by the adoption of a sound program of cultivation of all possible sources of giving during the next twelve months.

I am fully aware of the fact that substantial money has been raised for certain American institutions during the past two years. We, ourselves, made a survey of giving to 68 American colleges and universities in the year, 1934, which showed a total of over \$13,000,000 in gifts and bequests and from other sources we know that at least \$20,000,000 more was contributed to a relatively small group of other colleges during this period. Furthermore, Bryn Mawr College is just completing a successful campaign for \$1,000,000 for endowment, and I could cite a large number of instances of individual substantial gifts.

Nevertheless, the case of Yenching University seems to us at the present time in a different category from that of these other institutions. In the first place, to our definite knowledge those institutions which have been securing the most money during the last few years have conducted continuous and well-organized programs of education and cultivation of their constituency over a period of many years. They can count, in most cases, on the loyalty of a wealthy alumni body. Yenching University is not in this category. Furthermore, the present situation in Northern China is so uncertain that we believe that many persons would question the wisdom of an appeal for endowment for Yenching until Japanese-Chinese relations in Northern China are somewhat clearer than they now are. Whereas, we believe it might be possible to get a certain amount of money, we believe that on the whole the course of wisdom is to follow the program recommended above and that looking at the matter from a period of two or three years, rather than a single year, Yenching will secure more support if it follows this course than if it endeavors to get the entire sum immediately.

Accordingly, we suggest:

- (a) The preparation of a comprehensive statement of the basic case for Yenching University. This statement to form the basis for the entire cultivation program and to be used by Dr. Stuart in his approach to the foundations and in cultivating the interest of potential donors of large means.
- (b) The preparation of a series of bulletins to be sent out to a select list of potential donors during the next few months. We know from wide experience during the past four years the value of bulletins in cultivating interest.
- (c) A carefully planned approach to certain selected foundations with requests for counsel, cooperation and grants.
- (d) A careful analysis of the University's present and potential list of supporters with a view to development of a comprehensive list. Tamblin and Brown, Incorporated, has made a very careful study of giving during the past five years, and we feel that we are in a

position to add names to the University's lists and also to add information regarding people whose names are already on its lists.

We understand that the University's Board of Trustees has already made provision for giving Dr. Stuart assistance while he is in this country, and we would not in any way imply by our offer of service that these arrangements should be changed. However, we do sincerely believe that our fifteen years' experience and particularly our experience during the past five years, during which we have helped our clients to raise more than \$31,000,000, would prove of distinct value in the planning and execution of the program of activity during the next several months. Therefore, in addition to the specific services above outlined, our cooperation in an advisory and consultative capacity would be placed at the University's disposal.

Period of Service

We recommend the carrying on of this cultivation program for the period, December 2, 1935 to November 1, 1936.

Personnel Offered

1. For the preparation of the comprehensive statement, the services of Mr. John M.K. Abbott.

Mr. Abbott is a graduate of Harvard University, where he was Editorial Chairman of the Harvard Crimson, is a member of our Board of Directors, and Editorial Director of our Publicity Department. Mr. Abbott has been a member of our staff for nine years and among other clients of Tamblyn and Brown, has served the following:

Cathedral of St. John the Divine
Choate School
Notre Dame University
Taft School
Vassar College
Yale University
Young Men's Christian Association of the City of New York

Simply as an indication of the quality of Mr. Abbott's work, let me say that last Fall Mr. Walter T. Diack, General Secretary of the Young Men's Christian Association, wrote Mr. Abbott, who prepared the comprehensive statement for the "Y", as follows:

"I read the case book through in final form on Thursday night. This was the third reading, and I want you to know that I think you have done a wonderful piece of work. It is the best statement concerning the New York City Association and its activities that I have ever seen. I want to thank you for it."

2. For the preparation of the bulletin series, the services of Miss Gladys Telfer with the collaboration of Mr. Abbott.

Miss Telfer is a graduate of Radcliffe College, has been a member of our staff for six years, and has specialized in the preparation of bulletins and feature articles. Her most recent work has been in connection with our service to Atlanta University, the Near East Colleges and the Y.W.C.A. of New York City.

On behalf of Atlanta University, Miss Telfer conceived and wrote the remarkable radio drama, "Forever Free", depicting the rise of the Negro from slavery to freedom and ever widening horizons of achievement through education, which was broadcast last evening over the Columbia Broadcasting Company's network.

I can truthfully say that the work of both these staff members lives up to the highest traditions of the Publicity Department of Tamblin and Brown, Incorporated, - a department whose work won from President James Rowland Angell, of Yale University, the following comment at the conclusion of our service to that University in connection with the Yale Endowment Fund:

"I feel personally peculiarly grateful for the series of booklets in which you set forth the work of our schools and departments, making intelligible to any thoughtful reader the character of our problems and the ideals by which we are actuated. These booklets are not only extraordinarily interesting, readable and artistic; taken as a whole, they constitute probably the most thorough and effective presentation of the work of a great University which has ever been prepared in a fund-raising effort.

"I feel quite certain that this work of educating our Alumni and other friends in the work of the University will result in a fuller and more appreciative understanding of Yale, and will constitute in other ways the most enduring outcome of the Endowment Campaign. I hope and believe that long after the immediate fiscal features of our problems are forgotten, this great undercurrent of sympathetic knowledge of Yale and her purposes will bring fruitful results.

"I have no question at all that Yale will benefit in dozens of ways quite beyond those we have originally anticipated and for this outcome you deserve no small share of the credit."

3. For the development of the lists, we would assign either one of our two senior office managers, both of whom have been with Tamblin and Brown, Incorporated, for more than ten years.

Back of this personnel which would operate under my own personal supervision lies the combined experience and ability of our staff as a whole, members of which are frequently consulted in regard to particular problems of

a given campaign with which they may not be directly associated. The average length of service with Tambllyn and Brown, Incorporated, of our twenty most experienced staff members is over ten years.

Charge for Services of Tambllyn and Brown, Incorporated

For the above services, and covering the period, December 2, 1935 to November 1, 1936, the charge would be \$3,500, payable as follows:

\$ 1,000	-	December 15, 1935;
750	-	January 15, 1936;
750	-	February 15, 1936;
500	-	May 15, 1936;
500	-	October 15, 1936.

In addition to the above service charge, there will be some expenses involved for the printing of the bulletins, and for postage and clerical assistance, when the bulletins are mailed. It is not possible to estimate these expenses at this time, as they will depend on the exact number and quantity of the bulletins. However, the expenses involved are under the complete control of your Board, and no expenses are incurred without the Board's full knowledge and approval.

Longer Range Program

You will recall that at our conference the question was raised with regard to the launching of an endowment campaign next Fall, and for an objective of, say, \$1,000,000.

We have given careful consideration to this particular question and feel that the feasibility of such a campaign cannot be positively predicted at this time. However, with the careful cultivation that will be carried on during the next eleven months, and with a continuation of the improvement in business conditions, our best present judgment is that a campaign for a sum of at least one million dollars might be undertaken to begin, say, in November, 1936.

For the prosecution of such an effort, we would recommend a period of, say, from November 1, 1936 to July 1, 1937.

The personnel from our staff for the planning and prosecution of the longer range program would include:

1. My personal supervision.
2. The full time of an experienced Campaign Director.
3. The full time of an associate director such as Miss Davies or Miss Dick.

4. The services of an experienced member of our Publicity Department for the further prosecution of the educational program which would accompany the seeking of gifts.

We estimate that the expenses involved would total \$30,000, of which \$18,000 would cover the services of Tamblyn and Brown, Incorporated, as outlined above, and \$12,000 for such items as printing, postage, travel, meetings, etc.

The foregoing campaign budget estimate is based on ten years' experience in preparing budgets for clients during good times and bad. During this period, Tamblyn and Brown, Incorporated, have administered \$3,500,000 of expense funds on behalf of their clients. Audited accounts covering all these expenditures are in our files. During the past five years we have found ways that we did not know of before to inaugurate economies on behalf of our clients. This economy is represented in the figure of \$30,000 which we estimate for the Yenching budget. I can assure you that this reduced cost over the pre-depression standard represents no loss whatsoever in quality of service.

I am not attempting to outline the exact strategy of this campaign, as we know from wide experience that any campaign plan, to be effective, must be adapted to meet specific conditions.

Conclusion

Tamblyn and Brown, Incorporated, would welcome an opportunity to renew its happy relationship with Yenching University. As Dr. Stuart so graciously put it in writing to us after our last association, "You did so much more than your duties required, and put so much more heart - as the Chinese say - into the matter that it made the whole relationship one of working for the same spiritual objective rather than a professional connection."

This same quality of service is again offered to your Board. We would once again do our utmost not only to lay the soundest foundations and secure the largest possible returns, but do so in a manner that would be of lasting benefit to Yenching University.

Very sincerely yours,

John Crosby Brown

JCB.Q

0141

YENCHING

December 3rd, 1935

Mr. John Crosby Brown,
Tamblyn & Brown,
17 East 42nd Street,
New York City.

My dear Mr. Brown,

May I report on the action of our Yenching Promotional Committee yesterday?

The Committee spent about half the day giving very careful consideration to all our plans for promotional work this year and beyond. In this connection it reviewed with care both your discussion with us last week and also the carefully prepared statement which arrived soon after the Committee convened and was distributed at once to the members.

But while the Committee expressed full confidence that Tamblyn & Brown could render Yenching another very excellent service in the field of advisory counsel, and voiced their appreciation of the able and sympathetic presentation you made of the matter both in person and in writing, it was their decision that at present we are not able to avail ourselves of your offer.

The reason for their decision was primarily that the Committee deems it wiser to continue along the general promotional lines they have been following with satisfactory results during the last few years. Plans have already been laid out in a definite way for our activities during the next seven months, and more tentatively beyond that time. For several years we received substantial assistance from your friends in the firm of Pierce and Hedrick, and even during recent months we have been securing some limited aid from that organization. With the coming of Dr. Stuart and the resultant speeding up of our promotional activities the logical course seemed to be that of asking Pierce and Hedrick to extend the scope of the assistance and counsel they have been giving.

With sincere appreciation of your constant interest in what Yenching and the other China Colleges are doing, I am

Very sincerely yours,

BAG/G

0142

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YENCHING

December 6, 1935

Mr. B.A. Garside,
American Office,
Yenching University,
150 Fifth Avenue,
New York City

Dear Mr. Garside:

While, naturally, I am disappointed that despite our close and mutually satisfactory association in previous enterprises for Yenching University, your Promotional Committee has decided not to avail themselves of our services at this time, I can assure you that you have my very sincere good wishes for the best of success in the forthcoming effort to establish Yenching on a sound financial basis.

Sincerely yours,

John Crosby Brown

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0143