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MEN AND MONEY

AN ADDRESS BY
ARNAUD C. MARTS
ACTING PRESIDENT
BUCKNELL UNIVERSITY



DELIVERED AT THE 39TH ANNUAL MEETING,
OF GROUP IV, PENNSYLVANIA BANKERS
ASSOCIATION, AT BUCKNELL UNIVERSITY,
APRIL 18TH, 1936

This address made such a profound impression upon the members of Group IV of the Pennsylvania Bankers Association when it was delivered at their annual meeting that it was suggested that the Group send it to every member bank of the Association. We are pleased, therefore, to present to you this copy.

GROUP IV
PENNSYLVANIA BANKERS ASSOCIATION
CHARLES A. SCHREYER, Secretary
WEST BRANCH BANK AND TRUST CO.
WILLIAMSPORT, PENNA.

MEN AND MONEY

AN interesting definition of a college president was recently given by Dr. W. M. Lewis, president of Lafayette College. "A college president," he said, "is a pillar of brass by day and a cloud of gas by night".

The mayor of Chicago recently addressed a gathering on the subject of money and he eulogized his subject in the following language: "Money is a useless commodity and a baffling subject. Time and again it has been proved to be a non-essential to human happiness. It does not buy love; it never purchases position or prestige or pleasure; men care nothing for it; it fails to assure its owner a place in society, and has no part in the thoughts of any of us". He paused, looked about at his mystified audience, and added, "I refer, of course, to Confederate Money".

As to real money, most men have a hunger for it and their lives are built around their efforts to obtain it. Many men feel toward money as

did Jock McTavish, the Scotsman whose four-year old son swallowed a guinea gold piece. The mother rushed out to her neighbor crying, "My little boy has swallowed a gold guinea!" "Gracious", said the sympathetic neighbor, "is he in danger?" "No", replied Mrs. McTavish, "thank goodness his father is out of town".

There are three things we can do with money and there are three sorts of people, who can be categoried with respect to which one of these three uses of money gives them the greatest satisfaction.

The American people, as a whole, use their income each year for these three uses in the following approximate ratios:

We spend 85% of our income.

We save 12% of our income.

We give away 3% of our income to building up and maintaining our churches, colleges, hospitals and other cultural agencies.

You gentlemen here tonight represent the 12% — the attitude of thrift and prudence. I represent the 3% — the need of ploughing under enough of our income each year to maintain the agencies which create character and health and education and the other refinements of life.

During the past few years you twelve percenters and we three percenters have been losing some ground, while the advocates of the eighty-five percent, the spenders, have been gaining ground. It has become a bit unfashionable in recent years to advocate saving and thrift. *Spending* is the fashion of today. The modern developments in scientific merchandising and advertising lure us and drive us to spend and to spend and, again, to spend. Every known human motive has been studied by the merchandisers with scientific precision and a barrage of advertising is assaulting us during every waking hour, aimed accurately at our vanity, our credulity, our social and our personal ambitions, and breaking down all our remaining sales resistance. If we have no more money to spend, well, never mind, spend anyway — a dollar down and the rest later. "One more payment", said the proud young parents as they fondled their two-year old daughter, "and she's ours".

Is it not time for you twelve percenters and for us three percenters to defend our uses of money against the too aggressive onslaught of

the eighty-five percenters? After all, spending alone does not lead to human happiness. The gadgets we buy may make life look finer on the surface, but they bring little permanent happiness to the human heart.

Should not you twelve percenters be saying that, after all, no individual can live a happy life who continues to spend more than he earns; that no society can be a happy society which is profligate in its spending; that no nation can endure indefinitely on deficits.

We must learn again the old-fashioned doctrine of the old-fashioned bankers — that the wise man accumulates first and spends afterward, out of what he has rather than out of what he hopes he will get in the future.

The 12% policy, that is, the policy of thrift and prudence, is essential to personal and social well-being and I hope you can make it popular with the American people again.

The 3% is of supreme importance, also, for it is out of this 3% which we give away voluntarily to the nation's cultural agencies that we draw our richest satisfactions.

With this 3% we maintain our 220,000 churches which, if placed side by side, would form one continuous belt from New York to Los Angeles. Here in these churches which are maintained entirely by the voluntary gifts of those who care, is generated moral character, without which our banking laws and even our bank vaults would not be worth a straw. Here, in these churches, these voluntary institutions, are generated the love of God and the love of humanity, two loves which make life worth the living.

Out of this 3%, we also maintain America's 832 voluntary colleges and universities, of which our own beloved Bucknell is one. Every brick in this building where we now meet, and in everyone of the twenty-eight other buildings on this beautiful campus is a token of the unselfishness of a fine-grained man or woman who gave some of his or her money to the service of youth. And when one sees these splendid young ladies who are serving this dinner as a way of earning a portion of their own education here at Bucknell, and the equally fine group of young college men who are beyond those swinging doors working in the kitchen for their college education, one realizes that gifts made

to the education of youth are appreciated and eternally worthwhile. Those who deny themselves the satisfaction of a selfish pleasure in order to make gifts to our voluntary colleges provide the means by which 550,000 of our choice young people each year widen the horizons of their lives and grow in capacity to serve their fellow-men.

Then, out of the 3%, we also maintain 2,700 voluntary hospitals in America, with beds enough in them in which to hospitalize at one time all the inhabitants of Harrisburg, Reading, Wilkes-Barre and Williamsport.

Out of this 3% we train our 1,000,000 Boy Scouts, our 350,000 Girl Scouts, and hundreds of thousands of boys and girls who are enrolled in other character-forming groups such as the Y. M. and Y. W. C. A., the Y. M. and Y. W. H. A., and the Catholic Youth Clubs.

It is for this 3% I plead, and it is for your 12% I speak. May they hold their own in these difficult days of sales appeal! May they, indeed, increase their pull on the pocket-books of the sane people of the land.

For the happiness of our nation is not to be found, in the last analysis, in pretty faces, nor in snappy suits, nor in shiny cars, nor in showy homes, nor in any of the numerous manifestations of luxurious spending.

True happiness will be found in the future, as in the past, in the possession of reserves against the rainy day — in your 12% — and in the deep satisfaction of soul which comes from sacrificing selfish desires in order to serve God and to uplift humanity to higher levels of character, intelligence and refinement. "This thing of giving", said George F. Burba, "I do not understand it, any more than you do, but there is something about it that blesses us. . . . Those who give most, have most left. . . . I believe that everyone who dries a tear will be spared the shedding of a thousand tears. . . . I believe that every sacrifice we make will so enrich us in the future that our regret will be we did not sacrifice the more. . . .

"Give — and somewhere, from out the clouds, or from the sacred depths of human hearts, a melody divine will reach your ears, and gladden all your days upon the earth".

The Greatest Agency in American Life

The Baccalaureate Sermon to the Graduating Class of Bucknell University at Lewisburg, Pa.

By
ARNAUD C. MARTS
Acting President

JUNE 7th, 1936

I presume I should, here in the Commencement pulpit of a great American college, proceed to identify the college itself as "the greatest agency in American life". Loyalty to the institution whose gala season we now celebrate would suggest this as a courtesy, indeed, almost as a requirement of good taste. But it is NOT the college of which I am to speak in these terms, but another institution, which has rendered a service to the America we love, greater even than the almost incalculable service which has been rendered by the college. Indeed, the very greatness of the college serves to prove the superior greatness of this agency of which I propose to speak, for the American college is a child of this other greater institution.

The Christian Church is the greatest agency in American life in my judgment and well deserves a word of praise at this time for the service it has rendered the civilizing forces on our continent. There was a time—only a short generation ago—when it needed no such word of praise. When I was a boy, the Church was the central institution in our community. All the social, cultural, recreational and community life revolved about it. My father, who was a minister, was the most highly respected man in our town; men touched their hats when they met him, not in tribute to him personally, for he was a most modest man, but to the high office which he held—Minister of the Church of Christ.

Today, only a short generation later, the Church does not occupy the central, authoritative position it once held in American life. It is on the defensive.

Why is this true? There are many reasons familiar to you all, which I cannot discuss in detail this morning. The automobile, the movies, the apartment, the radio and other modern developments have split our once compact little world into an hundred fragments and the Church can no longer be the center of the manifold experiences of any community. Also, the general spirit of irreligion and immorality which was one of the results of the World War served to break down respect for the Church. And the advancement of scientific learning has temporarily upset the inherited religious beliefs of some who have not taken the pains to reconstruct a more robust, vital faith consonant with their new-found learning.

For these and other reasons, unfortunately, many of the youth of today regard the Church as unworthy of their loyalty.

Neglect of the Church has gone too far for our own happiness. We have looked down upon it, pushed it into the background, spoken slightingly of it in our sophistication, jeered at it and belittled it, and have paid a bitter, cruel price for our folly. We have put our trust in our own strength and superior wisdom rather than in the eternal verities for which the Church has stood, and this bright new world of our OWN creation, of which we were so proud, crumbled to ashes in our very hands.

Let us begin to reaffirm our loyalty to the Church and to its way of life. Let us do so with vigor and enthusiasm; with no half-hearted, shame-faced gesture, but with resounding acclamation of what

the Church has done for America and with swelling faith in what it can still do to make this nation's future as inspiring as its past.

I propose to remind you of some of the notable, really unmeasurable by-products of the Church in American life, in the hope that you may feel proud of, rather than apologetic for, this great agency.

The progress which we have made in the past century toward World Peace, for instance, is a definite by-product of the Church. In 1815, a small group of Christian laymen and ministers organized THE FIRST PEACE ORGANIZATION IN THE WORLD, The American Peace Society. It is still in existence, by the way. Within a few years, The British Peace Society war organized; Le Societe des Amis de la Morale Chretienne was founded in Paris, and the Geneva Peace Society was founded in Switzerland, all by the Church peoples of these nations. These four societies led the western world in the formation of sentiment against war. They initiated a series of international conferences in London, Paris, Geneva and elsewhere which have become the vital technique in international relations today. Nearly all of the present-day activity against war can be traced definitely to the work of these four religious societies. They took as their text the words of the Hebrew prophet, "They shall beat their swords into plow shares". As a result of their hundred-year agitation, we now have the Pan-American Union, the World Court, the League of Nations, a partial system of arbitration, a start toward the codification of international law, and a growing demand for

cooperation as a substitute for war. We have come a long, long way in this past century from the chronic acceptance of war as the normal and proper technique for settling quarrels between nations. Some day there will be peace, and when it comes it will be as a by-product of the Church.

Again, the whole range of what we call "Social Security", which includes pensions for the aged and unemployment insurance, is a by-product of the Christian Church in America. This movement was started in 1717 by the Presbyterian Church in the United States when it organized a rudimentary system of pensions for its ministers and their widows and orphans under the quaint name of "The Fund for Pious Uses". (This Fund still carries on in Philadelphia under the present name of The Presbyterian Board of Pensions.) Other Church bodies took up the agitation for pensions; then labor joined in the plea; great corporations began to recognize their obligations to men grown old in their service; Mr. Carnegie gave $25,000,000 to establish a pension system for college teachers; and now, at last, government adopts this humanitarian plan, conceived and fathered by the Christian Church.

Another supremely important by-product of the Church in America is the abolition of human slavery. The first anti-slavery society in the world of which I can find any mention was organized in 1775 in Philadelphia by Quakers. It was called "The Pennsylvania Society for Promoting the Abolition of Slavery, the Relief of Free Negroes Unlawfully Held in Bondage, and for Improving the Condition of the

African Race". (This amply-titled Society still exists.) Twelve years later English Quakers founded a sister British Society. As a result of the determined opposition of the latter, slavery was abolished in Great Britain in 1835. In this country, the Church people of all denominations took up the fight and within a generation there were 140 anti-slavery societies in America, 106 of which were in the South. George Trevelyan, the great historian, has called the work of these Church anti-slavery societies "a turning point in the history of the world", for, said he, "if slavery had continued into the industrial half of the 19th Century, the tropics would have become a vast slave form for human exploitation and the European races would have been degraded by the diseases of slave-civilization of which the Roman Empire died".

So many instances of by-products of the Christian Church leap to one's mind that it is difficult to select those to be described.

There are our hospitals. The hospital is a child of religion. Even the old religions of Egypt and Greece and India produced hospitals. Crude though they were, they were the only institutions of mercy for the sick and for many centuries in the Christian era the only hospitals in the western world were those provided by the Church. Even today, when Science has outgrown its Alma Mater, the Church, we have in America 977 hospitals which are owned and maintained by the Church in an endeavor to obey the injunction of our Lord, "Heal the sick".

Another by-product is our present plan of education of the deaf and dumb. In 1817, the Rev. T.

H. Gallaudet founded the first institution for the deaf in America and our present tax-supported institutions for these unfortunate persons are the progeny of that first school founded by a minister who was constrained to do so by the love of Christ.

Our war against blindness was started just 103 years ago by a valiant young crusader, S. G. Howe, brother of Julia Ward Howe, who established the first school for the blind with funds given to him by a Christian layman. It was the same young man who started our modern movement in behalf of the insane and feeble-minded a few years later.

The amazing adult education movement which is so full of meaning in our day was initiated sixty years ago by a Methodist bishop and a Methodist layman at a church assembly on the shores of Lake Chatauqua. Their's was the first Summer School as well, and now hundreds of colleges in America and Great Britain hold summer sessions after this Methodist pattern. (The bishop, by the way, was once a student at Bucknell.)

Welfare work—the concern for our poor and disadvantaged—is a by-product of the Church's pioneering during the past hundred years. First the Church people organized Rescue and Aid societies, then in the 1840s, they created the Association for Improving the Condition of the Poor in many cities. Later the Protestants established their modern Welfare Societies which taught the nation a new sense of social responsibility. The Catholic Church has been equally active in the social service field with their Diocesan charities, their Saint Vincent de Paul

and numerous other societies, and the Jewish people have carried on a perfectly marvelous program of welfare work through their own numerous societies and through their active support of all welfare work. In recent years, Government has recognized responsibility for welfare work, but it was the Church which created this social consciousness.

Then there is the enormous scope of character-building agencies created and maintained by our Church people. Our Christian Associations, Catholic Youth groups, Hebrew associations, Boy Scouts, Girl Scouts, and so on, have a membership of three million boys ond girls whose characters are being trained. All of these were created by the Church.

Practically all of our formal education in America is a by-product of the Christian Church. Most of our high schools and many of our public schools were denominational institutions for the first two hundred years of American life and it is only comparatively recently that our present public school systems have been created. Even in the great City of New York, a secular spot if there is one, public education was a "charity" carried on by religious and philanthropic organizations until the present City Board of Education was organized less than a hundred years ago. Religion led the way. Now, the leaders of the schools sometimes look down upon the Church as an inferior, weaker organization. They need not; the schools are but the children of the Church; children grown large, to be sure. but wise parents are happy when their children grow large and strong.

As for higher education in America, it is peculiarly a by-product of the Christian Church. Prior to the Revolution, nine colleges were founded. All but one were founded by ministers and under religious auspices. By the time of the Civil War, there were 180 colleges and universities in America and of these 150 had been established by the Christian Church. The missionary zeal and devotion and sacrifice which went into the founding of these Church colleges are almost unbelievable. The agents of the Colleges went to the CHURCHES and to the CHURCH PEOPLE and gathered their contributions of sacrifice; a bushel of corn from one; a bolt of calico; a day's work; a bed-stead for a dormitory; a quilt; a silver spoon; a sheep; a pewter jug. In our records at Bucknell we read of a subscription of 25 cents payable in four annual installments.

We occasionally hear persons speak slightingly of the "Church Colleges", but it is fair to surmise that had it not been for the "Church College" there would have been precious little higher education in America. For it is the love of God which impels men to unselfish, arduous labors. Men are not sufficiently inspired by the love of country, or by the love of science, or the love of beauty, or the love of knowledge, or by any of the unselfish loves except the love of Christ to undertake the appalling burden of founding and maintaining a college. The Church is the power-house which generates the dynamics which force men out of their ease into such unselfish endeavors. Religion is the energizing force which lifts men out of lethargy and selfish comfort

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So rouse from your perilous ease; to your Sword and your Shield;
Your ease is the ease of the cattle.
Hark, hark, where the bugles are calling, out to some field—.
Out to some battle!"

Enlist in this exciting battle under the banner of your Church. Kneel there each week in reconsecration to the race-old ideals of the Church and its God. Listen there for that still small voice that comes singing across time and eternity to those who have ears to hear. Join your hearts and hands with the other fine-grained people of the land in the unending struggle to advance civilization.

It has been a genuine personal delight to have been with you on this campus during the past few months. You are my class—probably my only class. My heart goes out to each of you as you choose your way in life. God bless you—each of you. Follow the noblest promptings of your heart, set your feet on the upper highways—serve God and your fellow-men, and in serving them you will find that you will best serve your own happiness and satisfaction in life. I pledge you my word that is true.

and hurls them into the active arena of impassioned service to humanity.

These are a few of the by-products of the living Church in America. During all the 300 years of life on this continent, the Church has been constantly pioneering the way toward the finer life—planting the Cross on ever-advancing frontiers of freedom, of justice, of character, of education, of science, of health, of human happiness, beckoning and urging the masses of the people toward the better life. It has gone steadily forward in the face of all the winds that have blown—sometimes the nation's most popular institution and sometimes, as in the present, subject to ridicule and neglect. But, through fair weather and foul, it has gone onward in its unselfish mission, serving changeable man in the name of its unchangeable God.

You might be interested in its record of survival during the past few years of financial panic. How many churches failed to survive the economic storm? Relatively few. To be specific—1 of 6 banks went down, 1 of 20 corporations went into receivership and $1 of every $18 of municipal bonds went to default we are told, but only 1 out of 2,346 churches lost its property, as far as I have been able to discover. There must be some quality in our churches, despised. though they be, that is fundamentally sound, wholesome and true.

"In the Cross of Christ I glory,
Tow'ring o'er the wrecks of time."

A few months ago, one of our leading magazines published an article entitled "Religion's Last Gasp".

The writer would have one believe that the Christian Church is decreasing in size, yet one who goes to very slight trouble to learn the facts discovers how uninformed such a claim is. The best estimates available as to the growth of Christianity are as follows: 100 A. D. 500,000, 200 A. D. 2,000,000, 500 A. D. 15,000,000, 1000 A. D. 50,000,000, 1500 A. D. 100,000,000, 1800 A. D. 200,000,000, 1880 A. D. 410,-000,000, 1933 A. D. 558,000,000.

During the past fifty years there have been more accessions to the Church than there were Christians at the end of the first seventeen centuries of Christ-endom. If this is a last gasp, then let us take a good full breath and see what might happen.

You say such a picture of the Church as a whole is impressive and inspiring, but "where can I find a church in my community which has the action and the sweep of this great church you de-scribe?" Ah! there's the disappointment, the ap-parent let-down between this great Church of the living God, boundless in its influence and power, and the little local churches to which we, perforce, belong. The latter are made up of people too much like ourselves to afford us much inspiration. "Aunt Het" the other morning remarked that she liked once in a while to attend prayer-meeting in a strange church where she didn't know the people who prayed.

The local church is, to be sure, often far from perfect,—it is too human to be perfect. Its ways are too often unattractive to youths full of life. It is sometimes more loyal to doctrines and to words than to realities; and now and then it seems piti-fully inconsistent.

But with all its imperfections, the Church is the Community at its very best. There, if anywhere, may be found the fine-grained persons of the land, the persons whose eyes have looked beyond the moment into the unseen and the eternal values. And though the voice of the minister may, at times, seem uninspired and uninspiring, we often hear the overtones of another voice, the voice of humanity and righteousness, speaking its silent message to the souls of those who can hear. The music may not always be the finest, but now and then, a divine melody sings its way into the hearts of youths as they sit in the humble church pews and, like a siren, lures them out to do valiant battle for civiliza-tion. The Kingdom of Heaven is like unto leaven. The leaven silently and subconsciously infiltrates into the minds and thoughts and wills of those who at-tend church, uplifts them and motivates them to serve and bless the world.

Miss Barbara Young assures us in a delightful little poem that this is so.

"TO THOSE WHO SPEAK DARK THINGS"

Poets. Have done with whining!

* * * *

You say "Nobody listens". And you say
That "He is set aside". It is not true
Lo, every man is seeking Him today,
You also, in your blindness; even you.
Fools and perverse, I call you, and I cry
These are not wise, who speak dark, bitter things!

They have not read that writing in the sky
Nor heard the passing over of those wings.
"Something is here that was not here before",
A Voice in time that sings eternally.
The sap of life flows upward evermore,
And new fruit ripens on the ancient tree."

Young men and women of the Graduating Class of 1936 of Bucknell University! You are about to leave this lovely spot, known to us affectionately as Bucknell—our Bucknell—to make your own way in the world and to take your place in the battle-line of the never-ending struggle for a finer and better society.

Enter with zest upon your own business and professional careers and Alma Mater will watch you with the hope and pride of your other parents. But do not devote all your energy to your careers as such; save a portion of your energy and enthusiasm for the service of your fellow-men. There are injustices to be wiped out; there is ignorance to be dispelled; there are evils and immoralities to be challenged; there is suffering and ill-health to be alleviated; there is unselfishness to be enthroned. Throw yourselves into this great game of serving and bettering the world, with energy, with good humor and with devotion.

Edwin Markham has put it thus:

"Are you sheltered, curled up and content by the world's warm fire?
Then I say that your Soul is in danger.
The Sons of the Light, they are down with God in the mire,
God in the Manger.

EDUCATION'S LOST TEAMMATE

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EDUCATION'S LOST TEAMMATE

The Baccalaureate Address
to the Graduating Class of
Bucknell University at
Lewisburg, Pa.

By
ARNAUD C. MARTS
Acting President

JUNE 7th, 1937

IT has been the custom during three centuries of collegiate history in America to have two chief addresses at the Commencement period: one the Baccalaureate sermon devoted to the moral and religious phases of higher education, and the second the Commencement address devoted to the educational purposes of the college.

These are the two members of the college team—religion and education—these are the two great forces which, together, have pulled mankind constantly upward as man has struggled toward the higher levels of life. The American College recognizes their joint importance by planning its Commencement celebration around these two themes.

This has been so for fifty years before the founding of our first American college, for it was then that the American college really began—in 1584 at the little college village called Cambridgetown, a few miles from London, England.

Sir Walter Mildmay is a name which you have probably never encountered in any general history of the English people, but he rendered a service to the race of which some of his more famous contemporaries might well have been proud, a service to each of us here today for which we should be profoundly grateful.

Sir Walter was Chancellor of the Exchequer under Queen Elizabeth and one of her favorites. She once chided him for an absence from Court and asked for an explanation of it. Sir Walter was reticent and cryptic in his response. "Madame", said he, "I have

been away planting an acorn and when it becomes an oak, God only knoweth what it will amount to."

The acorn was Emmanuel College which he had founded that day at Cambridge University at Cambridgetown with a generous gift. Sir Walter was a deeply religious man of the Dissenter or Puritan faith, and he wished England to have a college which would afford the finest intellectual training to youth in an atmosphere of warm religious belief.

Queen Elizabeth, of course, was not of the Puritan faith, and it would not do for her to know that he had been absent founding a college of that sort. So his reply to her question was evasive. The Queen perhaps never did know what the acorn was, nor what the oak amounted to, but we know now that no single private act had more to do with shaping the civilization which we enjoy here in America than did Sir Walter's gift to found Emmanuel College.

For this acorn grew just as Sir Walter Mildmay hoped and believed it would grow. Young men who attended the new Emmanuel College developed a love for learning which amounted to a consuming passion. And with this intellectual loyalty the college also lighted in their hearts a flaming love for God and humanity. These young men dedicated their lives to the service of their fellow-men through education and religion, the only team that can pull the dead weight of humanity toward the higher planes of living. For some strange reason which we cannot explain, education and religion produce the finest results in each other's company.

Soon these young men began to migrate to America and the acorn found itself the seed of a burgeoning forest of democracy and liberalism and righteousness in the new world.

The Rev. John Harvard was one of these early graduates of Emmanuel. He came to New England at the age of 29, and with other Emmanuel graduates, planned a college like their Alma Mater—Emmanuel. Two years later, John Harvard died and left his library and one-half of his small estate to the proposed college. With this aid the college was soon founded and named for him—Harvard—in a village named for the seat of the Alma Mater in England, Cambridgetown, Mass. John Harvard was not a man of family nor a man of wealth. His father was a butcher in old England, his mother an inn-keeper. The frugal savings of a butcher, an inn-keeper and a preacher, given out of "love for God and humanity", have rendered a service to society which no man can measure.

For Harvard graduates went out into the wilderness that was then America as evangels of this twofold gospel of education and morality and established other colleges on every sector of our frontier and graduates of these colleges founded still others—one of them our own Bucknell—each of them a giant footprint of civilization as it strode westward across our beloved country. Each of them was founded with the same twofold devotion to education and morality. Each of them sent out into the lifestream of the republic men and women with finely-trained minds, and with a deep desire to serve humanity. All were of the same Mildmay pattern.

It was the pattern of America itself—a pattern from which was fashioned a society which is the finest yet created by man.

Three centuries passed. A few months ago Harvard University celebrated its three-hundredth anniversary with an academic occasion of world significance. Seventy outstanding scholars were invited to report upon the progress which man had made in these three centuries in the fields of science, literature, philosophy, or art. Their reports provided an exhibit of astounding progress in nearly every field of human endeavor—in chemistry, physics, geology, art, business. But in one vital field this synod of scholars was obliged to report no progress at all. The reporter summed up the discussion at this point as follows:

> "Behold this creature Man! He has made astounding progress with his mind and has made for himself tools with which he has become master. Yet, while he has gained mastery of his mind, he has not yet been able to become master of his conduct.
>
> "Let us examine him more closely with all our latest available means for observation and see if we can find out why his behavior lags so far behind his mind."

Here, in the midst of these beneficent inventions created by our educated men and women for the comfort and enjoyment of mankind, the world is restless, unhappy, shaken by the memory of a recent war and depression and haunted by the fear of another war that may plunge all civilization into a bottomless pit of blazing fury. According to a study just completed at Harvard by Prof. Sorokin, Chairman of the Department of Sociology, the first quarter of this, our educated 20th Century, was "the bloodiest period *in all history*". "The average man of the 13th Century", this report states, "had 6,500 more chances to die peacefully in bed than has his descendant in the 20th". War is not the product of ignorant, primitive man as we usually conceive it to be. It is rather the product of educated, civilized man.

Last week a boatload of Basque children were taken as refugees from their war-torn homes in Spain to a safe encampment in England in the flowery fields of Hampshire. On their first day there, some airplanes chanced to fly over this camp and these little children were driven into a panic by frantic fear of them. To these children, the wings that give modern man the mastery of the skies, the wings that represent modern man's education at its finest, to these little children, these wings were the wings of searing death.

Ah! There is the paradox and tragedy of our generation: brilliant, educated man, using his highest genius brutally to exploit and destroy his fellowmen, instead of gloriously to serve his fellowmen.

Did you read the cable news the other day from Europe? Man's inventive genius had scored another triumph. On display were baby carriages fitted with gas hoods for use in case another educated nation should spray poison gas upon them from the air.

What has happened to this matchless team—education and religion—which had the purpose and the power to bless the world? Why has our behavior lagged? Why are happiness and security and brotherhood so remote?

The scholars at the Harvard Tercentenary did not seem to know the answer. Many of them asked the question. These wise men were bewildered by it. I heard of none who answered it.

John Harvard, the butcher's boy, knew the answer. This young man who gave his life in a far-off land in unselfish service to God and man, knew the answer. Sir Walter Mildmay, who slipped away from court to give his money to found a college where religion and education would team together as servants of civilization, knew the answer. But we, in all our modern wisdom, seem not to grasp it.

What *is the answer?*

"Unless the Lord build the house, they labor in vain who build it.
Unless the Lord keep the city, he watcheth in vain that keepeth it."

Forthright old Walt Whitman called out: "I say the whole earth and all the stars in the sky are for religion's sake". But many of our modern college presidents do not seem to agree with him. Too many of them have dropped religion out of their partnership. The fact that Bucknell has not is one of the glories of this sacred place. The president of one great college, which was founded by an effort of church men and women so sacrificial that the mere recounting of the story quickens the heart beat and makes the eye moist, a college which for more than a century has turned out men and women who have carried the banner of Christ with eager hearts and keen minds into all the jungles of needy humanity, was recently asked what the present religious program is at his college. This estimable man, whose God is culture, replied, "We have no religious program. We are an *educational,* not a religious institution."

The president of another great college which has recently become very wealthy but which was for many years kept alive by the sacrificial gifts of Church men and women, sent word this year to the denominational board asking that his college be no longer regarded as having any affiliation with it, as it was embarrassing and harmful to his other larger plans. Religion has become unpopular. Education has become proud in its prosperity and has dropped its team-mate. It is no longer God-centered nor humanity-centered. It has gone through several phases in recent years, centered about other loyalties; for a time culture-centered; then science-centered; later, child-centered; now politicians are teaching us to make education state-centered.

"Gods fade; but *God* abides and in man's heart
Speaks with the clear unconquerable cry
Of energies and hopes that cannot die."
(*Symonds*).

Education has lost its God and must find him again before it can save and serve mankind.

Not only has education dropped its team-mate; it has actually led the attack upon religion. The college has often gleefully ridiculed our religious beliefs. It is the educated man, too often, who is our chief cynic and agnostic. However, this was the fault of religion as much as the fault of education. For it must be said that honesty required the college to challenge and repudiate much of the religious belief which had gathered and clung like barnacles to the pure and

simple heart of Christ's religion. The following excerpts from a creed adopted by an educational institution 150 years ago remind us of the harsh religious faiths of past years. I quote:

> "I believe . . . that by nature every man is personally depraved; . . . that . . . every man is justly exposed to eternal damnation; . . . that the wicked will . . . with devils be plunged into the lake that burneth with fire and brimstone forever and ever . . . and furthermore, I do solemnly promise . . . that I will maintain and inculcate the . . . Creed by me now repeated . . . in opposition not only to Atheists and Infidels but to Jews, Papists, Mahometans, Arians, Polagians, Arminians, Socicians, Sabellians, Unitarians and Universalists, and to all other heresies and errors, ancient and modern . . ."

Such a savage perversion of the concept of God, the loving Father of all mankind, deserved to be challenged, and education has done well to repudiate religious beliefs of this sort. Dr. Bartol tells of a lady who used to live near Loomis Field who hated baseball and feared thunderstorms equally. She cried out that God was inflicting the storms on the college for its wickedness in letting the boys play baseball. It has been the duty of the college to question this sort of religion, but in destroying the wrong forms of religious faith, we have too often destroyed faith itself. Our educators who, a generation or two, ago led the attack on cruel creeds and superstition, may well be aghast at the completeness of their achievements and must stand in amazed astonishment before their overwhelming victory.

Education has succeeded in destroying old religious forms; it has now the more difficult, but vastly more important, task of rebuilding religious convictions which modern man—poor, bewildered, scared, unhappy, modern, educated man can embrace and by which he can live.

This is the supreme business of the college today—to bring education and religion together again into the team that can pull mankind upward to higher planes of unselfish, happy, peaceful life. There is not sufficient dynamic in learning alone to pull the dead weight of humanity. It is the love of God, and only that, which has the power to inspire and strengthen and goad men to the accomplishment of this heavy task. The college must find its God again and reassert leadership in the *moral* world. It must be able once more to set the hearts of its youth on fire with love for God and humanity, eager to do battle for righteousness and for a better world.

Fourteen years ago, an unknown man in England —Mr. Stanley Baldwin—was chosen Prime Minister. A disgruntled politician muttered to the man sitting next to him in Parliament, "Too bad, he has a second class mind". The reply came back, "Perhaps, but he has a first class character". And it was this first class character, in whose honesty and fairness all men could trust, that held England steady during those recent perilous years in which unrest and revolution and hatred shook governments and nations all about her.

It is our duty at this time of the great divide in human affairs to reassert the supreme importance of

first class character, of integrity, of morality, of honor, of brotherhood, of Godliness. We, in our day, must strive to bring the lives of educated men and women again under the sovereignty of a supreme unselfish purpose. Such a sovereignty is Christ and such a purpose is His brotherhood of men.

"We stand, a-tremble and afraid,"
the poet sang,
"Upon the small worlds we have made;
Fearful, lest all our poor control
Should turn, and tear us to the soul;
.....
So, in the end, we cast them by
For a gaunt cross against the sky!"

This is the next great task in the on-going of America—our task—to fuse our knowledge into a pattern for living together in peace and in fairness to all, to bring education and religion together again into full cooperation, not by diluting or weakening or irrationalizing education, but by a virile resurgence of honest religion and morality. What we have accomplished, important as it is, has been mere play compared with the job before us—pleasant, scholarly play—compared with the duty of re-establishing the moral law, the rule of righteousness and unselfishness in our bright, new world. It is the eternal duty of those in our colleges and schools to teach character and morality. And if we don't know how to teach it, the least we can do is live it with all our hearts and minds and strength.

When it is accomplished, when religion and education resume full partnership, then mankind, unhappy, frightened mankind, will inherit a world of marvelous beauty and well-being, a world which God longs that His children on earth should possess and enjoy. For there is *nothing* wrong in America that cannot swiftly be made right by renewed fealty to Him who hung upon the Cross.

Young men and women of the Graduating Class of Bucknell:

I am happy and proud to have been associated with you for a part of your education here at our beloved Bucknell. I shall follow the career of each of you with particular and tender interest. May each of you live a useful, successful, victorious life.

Others are interested in what you know and your ability to learn more—rightly so. As for me, I am more interested in what you *are*—your character, your very self.

And I am proud of what I have seen you to be. I have observed strength of character and fineness of ideals in you.

Make education and religion the double team that leads and speeds you on. Keep your minds ever alert and growing. Never compromise with false or shoddy standards of intellect.

But keep your characters sturdy also. The great battle of civilization in your day will be fought on moral grounds rather than on purely intellectual grounds. Help to bring man's character up to his intellect; help to bring man's conduct up to his

knowledge. Be part of the answer and not part of the problem itself.

This is a moral world upon which you are entering. Right—over the ages—is might, though on the short view it may not alway seem so. The leaders of your day will be the men and women with first class characters.

The source of all moral character is religion. Do not let go of your God. As one college man, whose childhood faith in God was shattered in college, (and should have been shattered), to other college men and women who may be having the same experience, may I say, don't lose your faith—*there is a better God waiting for you*—to slip your hand into His great loving hand, ready to guide and inspire you in every noble purpose. Reach out to Him and feel His strength.

Perform the acts of private devotion and public worship that keep contact with Him across the great spaces of the spirit; "hear the bubbling of the Springs that feed the world".

Claim for your own the thrill of the poet who wrote:

"He whom a dream has possessed treads the impalpable marches,
From the dust of the day's long road *he* leaps to a *laughing star,*
And the ruins of worlds that fall *he* views from *eternal arches,*
And rides God's battlefield in a flaming and golden car." (O'Sheel).

Come back to us often. Turn to us for any help at any time that you think we can give you, to help you to keep true, and to be strong.

May God bless and keep you—each of you and all of you—and go with you all the way, for all the days of your life.

The Tenth Annual

STAFF CONFERENCE

MARTS & LUNDY, INC.

July 12, 13 and 14, 1954

Hotel Waldorf-Astoria, New York City

MARTS & LUNDY, INC.

Officers and Directors

ARNAUD C. MARTS, *President*
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Special Assistants

ERNEST B. CHAMBERLAIN
GEORGE A. HASTINGS

Program

1954
ANNUAL STAFF CONFERENCE
of
MARTS & LUNDY, INC.

HOTEL WALDORF-ASTORIA, NEW YORK CITY
July 12th, 13th and 14th

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Registration and Conference Office
Perroquet Suite (Foyer)

General Sessions . . . Perroquet Suite 4-X

Monday

JULY 12th

9:00 to 9:50 Registration — Perroquet Suite Foyer

10:00 to 10:50 Stockholders' Meeting — Perroquet Suite 4-X

11:00 to 11:50 Board of Directors' Meeting — Perroquet Suite 4-X

12:00 to 12:30 Recess

12:30 to 2:00 Opening Luncheon — West Foyer
ARNAUD C. MARTS, *Presiding*

SESSION ONE

2:00 to 2:50
"An Analysis of Campaign Reports"
GEORGE E. LUNDY

SESSION TWO

3:00 to 3:50
"Keeping Leadership Attention Focused on Special Gifts"
T. S. MORGAN, JR.

SESSION THREE

4:00 to 4:50 Workshops

	Chairmen	*Room*
Group C	L. F. Lybarger, Jr.	4-J
Group D	J. D. Foster	4-K
Group E	P. H. Younger	4-L
Group F	H. C. Dudley	4-N
Group G	H. C. Richman	4-P
Group H	J. H. Duchine	4-F
Group J	J. C. Smith	4-G
Group K	P. A. Hightower	4-H

4:00 Tea for the Ladies of the Conference
Palm Room

(No events scheduled for the evening)

NOTES

Tuesday

JULY 13th

7:55 to 8:50 Special Session — Pillement Suite

"Campaign Fundamentals"

LOUIS W. ROBEY

9:00 to 9:50 Workshops

SESSION FOUR

Group C	4-J
Group D	4-K
Group E	4-L
Group F	4-N
Group G	4-P
Group H	4-F
Group J	4-G
Group K	4-H

10:00 to 10:50

SESSION FIVE

"Material Equipment Needed in a Campaign"

LAWRENCE B. AVISON, SR.

11:00 to 11:50

SESSION SIX

In Room Y
CHURCH CAMPAIGN GROUP

"An Analysis of Church Campaigns and of Church Publicity"
GEORGE E. LUNDY

In Room X
COLLEGE CAMPAIGN GROUP

"Development Programs Following Campaigns"
AUSTIN V. McCLAIN

12:00 to 12:30 Pre-Luncheon Recess

12:30 to 2:00 Luncheon — Basildon Room

GEORGE E. LUNDY, *Presiding*

(Continued on fourth following page)

NOTES



MARTS & LUNDY STAFF AND WIVES

(as present at the 1953 Staff Conference)

Tuesday (Continued)

JULY 13th

SESSION SEVEN

2:00 to 2:50

In Room Y
CHURCH CAMPAIGN GROUP
"Church Survey Techniques"
FRED C. BENNER

In Room X
COLLEGE CAMPAIGN GROUP
"College Solicitation of Corporations and Foundations"
J. F. McTYIER

SESSION EIGHT

3:00 to 3:50

Reports of Workshops C and D

SESSION NINE

4:00 to 4:50

Reports of Workshops E and F

6:00 to 8:00 Dinner for Staff and Guests — Perroquet Suite

T. S. MORGAN, JR., *Presiding*

NOTES

Wednesday

JULY 14th

7:55 to 8:50 Special Session — Pillement Suite
"Campaign Fundamentals"
LOUIS W. ROBEY

9:00 to 9:50 **SESSION TEN**

Reports of Workshops G and H

10:00 to 10:50 **SESSION ELEVEN**

Reports of Workshops J and K

11:00 to 11:50 **SESSION TWELVE**

"Trends and Future of Fund-Raising"
ARNAUD C. MARTS

12:00 to 12:45 Photographs

1:00 to 2:30 Luncheon — ~~Jansen Suite~~ Cert Room
ARNAUD C. MARTS, *Presiding*
Speaker — DR. LINDSLEY F. KIMBALL
Vice President, The Rockefeller Foundation

2:30 to 3:30 General Staff Meeting
ARNAUD C. MARTS, *Presiding*

ADJOURNMENT

NOTES

CLIENTS SERVED BY MARTS & LUNDY LAST YEAR

Albright College, Reading, Pa., *Surveyor:* P. A. Hightower
Anderson College, Anderson, Ind., *Directors:* F. C. Benner, B. T. Skilling
John D. Archbold Memorial Hospital, Thomasville, Ga., *Surveyor:* B. T. Skilling
Baptist Board of Education, N. Y., *Director:* L. W. Robey
Bethany Deaconess Hospital, Brooklyn, N. Y., *Surveyor:* C. S. Dice
Beulah Presbyterian Church, Pittsburgh, Pa., *Director:* E. M. Condit
Bradford Junior College, Bradford, Mass., *Director:* H. F. Howe
Bushnell Congregational Church, Detroit, Mich., *Director:* F. C. Freeman
Case Institute of Technology, Cleveland, Ohio, *Directors:* L. F. Lybarger, Jr., P. L. Garland
Cedar Crest College, Allentown, Pa., *Surveyor:* P. A. Hightower
Central Presbyterian Church, Massillon, Ohio, *Director:* C. F. Coykendale
Christ's First Presbyterian Church, Hempstead, N. Y., *Director:* J. W. Goodnough
Christ Lutheran Church, Columbus, Ohio, *Director:* H. C. Dudley
Church in the Garden, Garden City, N. Y., *Director:* J. W. Goodnough
Church on the Hill, Flushing, N. Y., *Director:* J. W. Goodnough
College Place Methodist Church, Greensboro, N. C., *Director:* F. C. Freeman
Colorado Woman's College, Denver, Colo., *Director:* A. L. Taylor
Community Hospital Foundation, Almont, Mich., *Surveyor:* E. E. Snelgrove
Connecticut Junior Republic, Litchfield, Conn., *Surveyor:* E. E. Snelgrove
Davis & Elkins College, Elkins, W. Va., *Surveyor:* J. P. Knowles
Depauw University, Greencastle, Ind., *Directors:* J. D. Foster, P. A. Foster
Earlham College, Richmond, Ind., *Director:* L. B. Avison, Jr.
East Church, Springfield, Mass., *Director:* H. C. Dudley
Eastern Pilgrim College, Allentown, Pa., *Surveyor:* F. C. Benner
Elizabethtown College, Elizabethtown, Pa., *Surveyor:* E. B. Chamberlain
Fairleigh Dickinson College, Rutherford, N. J., *Surveyor:* C. S. Dice
First Baptist Church, Bethesda, Md., *Director:* C. A. Herschleb
First Baptist Church in Beverly, Mass., *Director:* C. W. Crist
First Baptist Church, Haddonfield, N. J., *Director:* C. W. Crist
First Baptist Church, Hudson Falls, N. Y., *Director:* C. W. Crist
First Presbyterian Church, Poughkeepsie, N. Y., *Director:* J. P. Knowles
Flora Macdonald College, Red Springs, N. C., *Directors:* R. W. Cooper, E. M. Condit
Franklin & Marshall College, Lancaster, Pa., *Director:* A. V. McClain
Franklin College, Franklin, Ind., *Director:* C. A. Hershleb
Grace Evangelical Lutheran Church, Kenosha, Wisc., *Director:* H. C. Dudley
Grace Methodist Church, Harrisburg, Pa., *Director:* J. E. Manley
Hamline University, St. Paul, Minn., *Director:* L. B. Avison, Jr.
Hope Lutheran Church, Reading, Pa., *Director:* A. Thompson
King College, Bristol, Tenn., *Director:* R. W. Cooper
Lafayette College, Easton, Pa., *Director:* A. E. Germer, Jr.
Lake Street Methodist Church, Eau Claire, Wisc., *Director:* F. C. Freeman
Lebanon Valley College, Annville, Pa., *Surveyor:* F. C. Benner
Lehigh University, Bethlehem, Pa., *Director:* A. V. McClain
Liberty-Loomis Hospital, Liberty, N. Y., *Director:* J. F. McTyier
Lutheran Orphans & Old Folks Home, Toledo, Ohio, *Director:* P. C. King
H. B. Magruder Memorial Hospital, Port Clinton, Ohio, *Director:* C. F. Coykendale
Moravian College, Bethlehem, Pa., *Surveyor:* P. A. Hightower
Mount Pisgah Presbyterian Church, Pittsburgh, Pa., *Director:* E. M. Condit
New Jersey Presbyterian Home for the Aged, Haddonfield, N. J., *Surveyor:* C. S. Dice
Norfolk Presbytery, Norfolk, Va., *Surveyor:* E. F. Duffy
North Baptist Church, Port Chester, N. Y., *Director:* J. W. Goodnough
Oberlin College, Oberlin, Ohio, *Directors:* H. C. Richman, Jr., J. I. Carlson
Olivet College, Olivet, Mich., *Surveyor:* F. C. Benner
Peace College, Raleigh, N. C., *Director:* H. F. Howe
Peddie School, Hightstown, N. J., *Surveyor:* C. H. Gale
Phillips Memorial Baptist Church, Cranston, R. I., *Director:* H. C. Dudley
Puritas Lutheran Church, Cleveland, Ohio, *Director:* H. R. Hadcock
Royster Memorial Presbyterian Church, Norfolk, Va., *Director:* F. C. Freeman
St. Lawrence University, Canton, N. Y.
St. Mark's Evangelical Lutheran, Wapakoneta, Ohio, *Director:* A. B. Nicholls
St. Mark's Lutheran Church, Roseville, Mich., *Director:* A. L. Taylor
St. Mark's Lutheran Church, Toledo, Ohio, *Director:* H. R. Hadcock
St. Peter's Evangelical Lutheran Church, Lancaster, Ohio, *Director:* A. B. Nicholls
St. Timothy's Episcopal Church, Massillon, Ohio, *Director:* J. W. Goodnough
Stevens Institute of Technology, Hoboken, N. J., *Surveyor:* P. A. Hightower
Swanton Methodist Church, Swanton, Ohio, *Director:* A. B. Nicholls
Temple Tifereth Israel, Malden, Mass., *Director:* B. T. Skilling
The Presbyterian Church of Tenafly, N. J., *Director:* A. Thompson
Transylvania College, Lexington, Ky., *Director:* L. B. Avison, Sr.
Trinity Methodist Church, Mount Gilead, Ohio, *Director:* A. B. Nicholls
Trinity Methodist Church, Port Clinton, Ohio, *Director:* A. B. Nicholls
Union Theological Seminary, Richmond, Va., *Director:* J. O. Avison
United Church of Rowayton, Conn., *Director:* C. A. Herschleb
United Negro College Fund, New York, *Directors:* P. H. Younger, N. G. Booth, M. D. Brewer, C. S. Dice, J. H. Duchine, C. H. Gale, J. F. McTyier, F. H. Robeson
University of Chattanooga, Chattanooga, Tenn., *Surveyor:* P. C. King
University of New Hampshire, Durham, N. H., *Director:* L. B. Avison, Sr.
Valparaiso University, Valparaiso, Ind., *Surveyor:* P. A. Hightower
Washington & Jefferson College, Washington, Pa., *Director:* A. L. Bickmore
Webb Horton Memorial Presbyterian Church, Middletown, N. Y., *Director:* E. E. Snelgrove
Williams Institutional CME Church, New York, *Director:* H. R. Hadcock
Wofford College, Spartanburg, S. C., *Director:* J. O. Avison
Y.M.C.A., Port Chester, N. Y., *Director:* C. W. Crist
Y.M.C.A., Rye, N. Y., *Director:* C. F. Coykendale
Y.M.C.A., Youngstown, Ohio, *Director:* H. F. Howe
Zion Lutheran Church, Saginaw, Mich., *Director:* F. C. Freeman

SOME NEW AND CONTINUING CAMPAIGNS AND SURVEYS FOR NEXT YEAR

Albright College, Reading, Pa.
Baptist Board of Education, N. Y.
Bethel Lutheran Church, Youngstown, Ohio
Cedar Crest College, Allentown, Pa.
Davis & Elkins College, Elkins, W. Va.
Elizabethtown College, Elizabethtown, Pa.
Exeter Hospital, Exeter, N. H.
First Baptist Church, Westfield, N. J.
First Congregational Church, Melrose, Mass.
First Congregational Church, West Springfield, Mass.
First Presbyterian Church, Allentown, Pa.
First Presbyterian Church, Greenwich, Conn.
First Presbyterian Church, Waynesboro, Va.
Franklin College, Franklin, Ind.
Hamline University, St. Paul, Minn.
Indianola Presbyterian Church, Columbus, Ohio
King College, Bristol, Tenn.
Lebanon Valley College, Annville, Pa.
Lehigh University, Bethlehem, Pa.
Masonic Temple, Mansfield, Ohio
Massachusetts Institute of Technology, Cambridge, Mass.
Melrose Highlands Congregational Church, Melrose, Mass.
Methodist Church of Haddonfield, N. J.
Methodist Church, Mansfield, Ohio
Moravian College, Bethlehem, Pa.
Museum of the City of New York
Oberlin College, Oberlin, Ohio
Oxford School, Hartford, Conn.
Peddie School, Hightstown, N. J.
River Country Day School, Chestnut Hill, Mass.
St. James Episcopal Church, Richmond, Va.
St. Stephen Presbyterian Church, Fort Worth, Texas
Salem Lutheran Church, Detroit, Mich.
Transylvania College, Lexington, Ky.
Union Congregational Church, Upper Montclair, N. J.
United Brethren Church, Canton, Ohio
United Negro College Fund, New York
University of Chattanooga, Chattanooga, Tenn.
Washington University, St. Louis, Mo.
Westminster Schools, Atlanta, Ga.
Wofford College, Spartanburg, S. C.

MARTS & LUNDY, INC.

521 Fifth Avenue

New York 17, N. Y.

* * *

Harter Bank Building

Canton 2, Ohio

* * *

1821 Lincoln Liberty Building

Philadelphia 7, Pa.

PROGRAM

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1955

Annual Staff Conference

MARTS & LUNDY INCORPORATED
CORPORATE SEAL 1926 N.Y.

Marts & Lundy, Inc.

Bedford Springs Hotel
Bedford Springs, Pennsylvania

★

July 25, 26, 27 and 28
1955

MARTS & LUNDY STAFF CONFERENCE

July 25-28, 1955

Bedford Springs Hotel
Bedford, Pa.

INFORMATION SHEET

Travel Information

Bedford Springs is reached by—

1) automobile—6 miles from the Bedford outlet of Pennsylvania Turnpike.
2) air—Allegheny Airlines to either Johnstown or Altoona, Pennsylvania.
3) rail—Baltimore & Ohio Railroad to Cumberland, Md., or Pennsylvania Railroad to Altoona, Pa.

The Hotel provides limousine service from the airport and railroad stations at a nominal charge of $2.00 per person each way. Arrangements for this service must be made *direct with the hotel with at least 48 hours advance notice* regarding the time and station of arrival. Please address Miss Betty Keister, Bedford Springs Hotel, Bedford, Pa., regarding limousine transportation.

Registration will be in the Convention Hall, rear, on Monday, July 25th, from 9:00 to 10:00 a.m.

Stockholders' meeting in the Convention Hall, Monday, July 25th, at 10:00 a.m.

Photographs will be taken immediately preceding luncheon on Thursday, July 28th.

Simultaneous Sessions

As usual, we will have two simultaneous sessions of church and college groups. These sessions are Tuesday, 9 a.m., and Wednesday, 10 a.m.

Seminars

There will be seven seminars, each meeting for three sessions for discussion, and a fourth session for presentation of findings. Guests are invited to attend as observers any of the seminars they

(OVER)

wish. Staff members will please advise with guests about which seminar they wish to attend and report their choice to the registration desk.

Campaign Fundamentals

As usual, this year we are having a period from 8 to 9 a.m. Tuesday through Thursday mornings to discuss campaign fundamentals. These sessions are for men who have joined the organization during the past year or two. This group will eat breakfast together at 7:30 in the Main Dining Room, and adjourn promptly at 8 a.m. to the Franklin Room.

Special Guest Sessions

On Tuesday evening from 8:00 to 9:00 there is a special session for guests in the Buchanan Room. Mr. McClain will present "A Total Fund-Raising Program for Colleges."

On Wednesday evening at 8:00 p.m. in the Buchanan Room Dr. Marts will discuss "Building a Board of Trustees."

Recreation

Each afternoon from 3:00 to 6:00 p.m. is left free for recreation. We hope you will enjoy the many facilities provided by the Bedford Springs Hotel.

MEMORANDUM RE STAFF CONFERENCE
by
Louis W. Robey

The Staff Conference this year introduces several matters:

1. It will be held outside of New York City, as you know. This is an experiment and we would like your judgment on it after the Conference is over.

2. It will occupy four days (July 25-28) instead of three as heretofore. This also is an experiment and we would like your judgment on this also.

3. One afternoon session and one early evening session will be held instead of three afternoon sessions as heretofore. We hope this will be less tiring.

4. The afternoon from 3:00 to 6:00 will be free time. There will be opportunities for swimming, tennis, golf, conferences, or whatever each person wishes to do in that time.

5. New procedures in the program will be the following:

a. By request we are having more seminar groups and less individual papers. Each of the seminar groups will meet separately for three sessions. On its third session it will assemble a report which will be presented to the whole body in a fourth session. Incidentally, three of the seminar leaders have sent me copies of their correspondence with the members of their group. This is over and above what we asked them to do. It shows the great interest being shown in this seminar program.

b. There will be two panel discussions. One will consist of the officers of Marts & Lundy, who will constitute a panel on "How to Close Big Gifts". The other will be a panel of new men on "Beginners Problems".

c. Speakers. We will have two outside speakers. One will be David M. Church, the Executive Secretary of the AAFRC, and the other will be William S. Sadler, a Business Consultant of national reputation.

d. The final Staff Conference will be one of unusual importance to the Staff. Remember that at this meeting no guests attend - the Staff only, to be present.

e. Guest Periods. There will be a period on Tuesday evening and one on Wednesday evening for guests alone. They will occupy the same time that a report is being made by two of the seminars to the Staff. All of the guests will be urged to attend these two sessions

without any Staff member accompanying them because the Staff will be busy somewhere else. The first meeting on Tuesday will treat the subject of "A Complete Fund-Raising and Public Relations Program for a College". The meeting on Wednesday will handle the subject "Building a Board of Trustees for a College." It is hoped in this way to provide for the guests something interesting and peculiar to their needs.

6. Expenses. Expenses will be treated as before. Staff members will have their expenses paid to and from the Conference and while in attendance at the Conference. Guests, including wives of Staff members, will have their expenses paid by Marts & Lundy only while they are at the Conference but will have no travel allowance to and from the Conference.

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Marts & Lundy, Inc.

Officers and Directors

ARNAUD C. MARTS, *President*
GEORGE E. LUNDY, *Vice Pres. and Treas.*
LOUIS W. ROBEY, *Vice Pres. and Secy.*
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LAWRENCE B. AVISON
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L. FRANCIS LYBARGER, JR.
AUSTIN V. MCCLAIN
JOSEPH C. SMITH

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PAUL H. YOUNGER

Special Assistant

GEORGE A. HASTINGS

Program

★

1955

Annual Staff Conference

MARTS & LUNDY INCORPORATED CORPORATE SEAL 1926 N.Y.

Marts & Lundy, Inc.

Bedford Springs Hotel
Bedford Springs, Pennsylvania

★

July 25, 26, 27 and 28

★

REGISTRATION AND CONFERENCE OFFICE	*Convention Hall*
GENERAL SESSIONS	*Convention Hall*
LUNCHEONS AND DINNERS	*Anderson Dining Room*

Monday, July 25th

Morning

9:00 to 10:00	Registration
10:00 to 10:30	Stockholders' Meeting
10:30 to 11:00	Board of Directors' Meeting
11:00 to 12:00	*"Current Fund Raising Developments"* Arnaud C. Marts

Afternoon

12:30 to 2:00	Luncheon Arnaud C. Marts, presiding
2:00 to 2:50	Seminars, First Session
Seminar C — Convention Hall	*Memorials* J. C. Smith, Chairman
Seminar D — Franklin Room	*Office Management* L. B. Avison, Jr., Chairman
Seminar E — Convention Hall	*Determining Area Quotas* H. C. Richman, Jr., Chairman
Seminar F — Parlor B	*Quid Pro Quo* H. F. Howe, Chairman
Seminar G — Parlor C	*Big City Organization* J. D. Foster, Chairman
Seminar H — Buchanan Room	*Report Meetings* L. B. Avison, Chairman
Seminar I — Garfield Room	*Follow-Up* H. C. Dudley, Chairman
3:00 to 6:00	Recreation

Evening

6:30 to 8:00	Dinner
8:00 to 9:00	Seminars, Second Session

Notes

Tuesday, July 26th

Morning

8:00 to 8:50 — Franklin Room

Campaign Fundamentals
Louis W. Robey
Herbert C. Richman, Jr.

9:00 to 9:50

Church Session — Garfield Room

"Statistical Report on Church Campaigns"
George E. Lundy

College Session — Convention Hall

Panel: Beginners' Campaign Problems

10:00 to 10:50 — Seminars, Third Session

11:00 to 11:50 — *"Understanding Marts & Lundy's Complete Service"*
Raymond W. Cooper

Afternoon

12:30 to 2:00 — Luncheon
T. S. Morgan, presiding

2:00 to 2:50 — *"Fund-raising and Psychology"*
George E. Lundy

3:00 to 6:00 — Recreation

Evening

6:30 to 8:00 — Dinner

8:00 to 9:00

Staff Members — Garfield Room

Report on Seminar C
Joseph C. Smith, Chairman

Guests — Buchanan Room

"A Total Fund-Raising Program for Colleges"
Austin V. McClain

Notes

Wednesday, July 27th

Morning

8:00 to 8:50 — Franklin Room
Campaign Fundamentals
Louis W. Robey
Herbert C. Richman, Jr.

9:00 to 9:50
Report on Seminar D
L. B. Avison, Jr., Chairman

10:00 to 10:50
Church Session — Garfield Room
"Application of Fund-raising Psychology to Church Campaigns"
George E. Lundy

College Session — Convention Hall
"Expense Budgets"
James H. Duchine

11:00 to 11:50
Report on Seminar E
H. C. Richman, Jr., Chairman

Afternoon

12:30 to 2:00
Luncheon
Arnaud C. Marts, presiding

"The Future of Fund-Raising"
David M. Church, Executive Director
American Association of Fund-Raising Counsel

2:00 to 2:50
Report on Seminar F
Harold F. Howe, Chairman

3:00 to 6:00
Recreation

Evening

6:30 to 8:00
Dinner

8:00 to 9:00
Staff Members — Garfield Room
Report on Seminar G
J. D. Foster, Chairman

Guests — Buchanan Room
"Building a Board of Trustees"
Arnaud C. Marts

Notes

Thursday, July 28th

Morning

8:00 to 8:50 — Franklin Room — Campaign Fundamentals
Louis W. Robey
Herbert C. Richman, Jr.

9:00 to 9:50 — Report on Seminar H
Lawrence Avison, Sr., Chairman

10:00 to 10:50 — Panel — *"Closing Special Gifts"*
Arnaud C. Marts
George E. Lundy
Louis W. Robey
T. S. Morgan

11:00 to 11:50 — Report on Seminar I
Harold C. Dudley, Chairman

Afternoon

12:30 to 2:00 — Luncheon
George E. Lundy, presiding

Speaker: William S. Sadler, Jr.
Sadler & Associates, Personnel Management Counsel
Chicago, Ill.

2:00 to 3:00 — Garfield Room — General Staff Meeting
Arnaud C. Marts, presiding

ADJOURNMENT

Notes

Clients Served By Marts & Lundy Last Year

Albright College, *Reading, Pa.* Director, A. L. Bickmore
Aldersgate Methodist Church, *Toledo, Ohio.* Director, A. B. Nicholls
John D. Archbold Memorial Hospital, *Thomasville, Ga.*
Director, L. F. Lybarger, Jr.
Atlanta University, *Atlanta, Ga.* Surveyor, J. F. McTyier
Bangor Theological Seminary, *Bangor, Maine.* Surveyor, H. F. Howe
Baptist Board of Education, *N. Y.* Director, L. W. Robey
Belmont Abbey College, *Belmont, N. C.* Surveyor, P. A. Hightower
Bethel Lutheran Church, *Youngstown, Ohio.* Director, C. F. Coykendale
Boardman Methodist Church, *Youngstown, Ohio.* Director, Alexander Thompson
Bound Brook Presbyterian Church, *Bound Brook, N. J.* Director, Charles W. Crist
Briarcliff Congregational Church, *Briarcliff, N. Y.* Director, Frank J. Coleman
Cedar Crest College, *Allentown, Pa.* Director, H. F. Howe
Central Methodist Church, *Mansfield, Ohio.* Director, H. R. Hadcock
City Missionary Society, *Boston, Mass.* Surveyor, F. C. Benner
College of the Bible, *Lexington, Ky.* Surveyor, P. A. Hightower
Congregation B'Nai Israel, *Red Bank, N. J.* Director, E. M. Condit
Christ P. E. Church, *Oyster Bay, N. Y.* Director, E. M. Condit
Dillard University, *New Orleans, La.* Director, J. P. Knowles
Elizabethtown College, *Elizabethtown, Pa.* Director, C. S. Dice
Emmanuel Lutheran Church, *Ypsilanti, Mich.* Director, E. F. Duffy
Epworth Methodist Church, *Worcester, Mass.* Director, C. W. Crist
Evangelical Lutheran Church of the Redeemer, *Binghamton, N. Y.*
Director, A. L. Taylor
Exeter Hospital, *Exeter, N. H.* Surveyor, A. E. Germer, Jr.
Fanwood Presbyterian Church, *Fanwood, N. J.* Director, C. W. Crist
First Baptist Church, *Lafayette, Ind.* Director, Dougal E. Young
First Baptist Church, *Morgantown, W. Va.* Director, P. C. King
First Baptist Church, *Poughkeepesie, N. Y.* Director, F. J. Coleman
First Baptist Church, *Westfield, N. J.* Director, E. M. Condit
First Church Baldwin, Methodist, *Baldwin, N. Y.* Director, F. J. Coleman
First Congregational Church, *Melrose, Mass.* Director, H. C. Dudley
First Congregational Church, *Sylvania, Ohio.* Director, C. F. Coykendale
First Congregational Church, *West Springfield, Mass.* Director, H. C. Dudley
First Evangelical Lutheran Church, *Galveston, Texas.* Director, H. R. Hadcock
First Evangelical U. B. Church, *Canton, Ohio.* Director, Dougal Young
First Methodist Church, *Athens, Ohio.* Director, J. W. Goodnough
First Methodist Church, *Columbus, Nebr.* Director, Dougal Young
First Methodist Church, *Dover, Ohio.* Director, A. B. Nicholls
First Methodist Church, *Massillon, Ohio.* Director, Philip Baird
First Methodist Church, *Perrysburg, Ohio.* Director, C. F. Coykendale
First Presbyterian Church, *Allentown, Pa.* Director, Alexander Thompson
First Presbyterian Church, *Greenwich, Conn.* Director, P. A. Foster
First Presbyterian Church, *Norfolk, Va.* Director, F. C. Freeman
First Presbyterian Church, *Waynesboro, Va.* Director, A. L. Taylor
Fisk Memorial Methodist Church, *Natick, Mass.* Director, P. A. Foster
Franklin College, *Franklin, Ind.* Director, C. A. Herschleb
Girl Scouts of Philadelphia, *Pa.* Surveyor, A. E. Germer, Jr.
Grace Congregational Church, *New York City.* Director, E. F. Duffy
Grace Episcopal Church, *Alexandria, Va.* Director, J. F. McTyier
Grace Episcopal Church, *Port Huron, Mich.* Director, H. R. Hadcock
Greek Orthodox Church of the Annunciation, *Rochester, N. Y.*
Director, A. L. Taylor
Green Vale School, *Glen Head, N. Y.* Surveyor, A. E. Germer, Jr.
Grove Avenue Baptist Church, *Richmond, Va.* Director, H. C. Dudley
Hamline University, *St. Paul, Minn.* Directors, L. B. Avison, Jr., A. Lofgren
Indianola Presbyterian Church, *Columbus, Ohio.* Director, F. J. Coleman
King College, *Bristol, Tenn.* Director, R. W. Cooper
Kiskiminetas Springs School, *Saltsburg, Pa.* Surveyor, F. C. Benner
Knoxville College, *Knoxville, Tenn.* Director, C. H. Gale
Lane College, *Jackson, Tenn.* Surveyor, C. H. Gale
Lebanon Valley College, *Annville, Pa.* Director, H. C. Richman, Jr.
Lehigh University, *Bethlehem, Pa.* Directors, A. V. McClain, B. T. Skilling
Lemoyne College, *Memphis, Tenn.* Director, J. P. Knowles
Lincoln School, *Providence, R. I.* Director, John I. Carlson

Lutheran Home of New Jersey, *Moorestown, N. J.* Surveyor, F. C. Benner
Manchester College, *North Manchester, Ind.* Director, C. A. Herschleb
Mary Baldwin College, *Staunton, Va.* Surveyor, P. A. Hightower
Masonic Temple Co., *Mansfield, Ohio.* Director, B. T. Skilling
Massachusetts Institute of Technology, *Cambridge, Mass.*
Melrose Highlands Congregational Church, *Melrose Highlands, Mass.*
Director, J. P. Knowles
Melrose Masonic Association, *Melrose, Mass.* Surveyor, F. J. Coleman
Memorial Congregational Church, *South Sudbury, Mass.* Director, E. M. Condit
Methodist Church of Haddonfield, *N. J.* Director, C. W. Crist
Moravian College, *Bethlehem, Pa.* Surveyor, P. A. Hightower
Mount Rainier Methodist Church, *Mt. Rainier, Md.* Director, J. W. Goodnough
Museum of the City of New York. Surveyor, L. F. Lybarger, Jr.
Oakdale Presbyterian Church, *Norfolk, Va.* Director, C. W. Crist
Oakland Presbyterian Church, *Springfield, Ohio.* Director, A. B. Nicholls
Oberlin College, *Oberlin, Ohio.* Directors, H. C. Richman, Jr., J. I. Carlson
Ocean View Presbyterian Church, *Norfolk, Va.* Director, H. C. Dudley
Oxford School, *Hartford, Conn.* Director, J. W. Goodnough
Peachtree Road Presbyterian Church, *Atlanta, Ga.* Director, F. C. Freeman
Peddie School, *Hightstown, N. J.* Directors, P. L. Garland, J. D. Foster
Presbyterian College, *Clinton, S. C.* Surveyor, F. C. Freeman
Randolph Macon Academy, *Front Royal, Va.* Surveyor, P. A. Hightower
Randolph Macon College, *Ashland, Va.* Surveyor, P. A. Hightower
Ridgewood Reformed Church, *Ridgewood, N. J.* Director, A. L. Taylor
Rivers Country Day School, *Chestnut Hill, Mass.* Surveyor, F. C. Benner
Rochester Maternal & Adoption Service, *Rochester, N. Y.*
Director, A. E. Germer, Jr.
Rye Presbyterian Church, *Rye, N. Y.* Director, P. A. Foster
Salem Memorial Lutheran Church, *Detroit, Mich.* Director, A. B. Nicholls
Shorter College, *Rome, Ga.* Director, M. D. Brewer
Somerville Hospital, *Somerville, Mass.* Surveyor, A. E. Germer, Jr.
Stevens Institute of Technology, *Hoboken, N. J.* Director, A. V. McClain
St. Anne's Episcopal Church, *Lowell, Mass.* Director, P. A. Foster
St. James Episcopal Church, *Richmond, Va.* Director, E. M. Condit
St. James Episcopal Church, *Youngstown, Ohio.* Director, Alexander Thompson
St. John's Evangelical & Reformed Church, *Massillon, Ohio.*
Director, C. F. Coykendale
St. John's Lutheran Church, *Grove City, Ohio.* Director, Dougal Young
St. Lawrence University, *Canton, N. J.*
St. Luke's P. E. Church, *Washington, D. C.* Director, E. F. Duffy
St. Mark's Methodist Church, *Brooklyn, N. Y.* Director, E. F. Duffy
St. Paul's Cathedral, *Oklahoma City, Okla.* Director, E. M. Condit
St. Paul's Evangelical & Reformed Church, *St. Marys, Ohio.* Director, C. S. Dice
St. Stephen Presbyterian Church, *Fort Worth, Texas.* Director, J. W. Goodnough
Temple Beth El, *Asbury Park, N. J.* Director, F. J. Coleman
Texas College, *Tyler, Texas.* Director, N. G. Booth
The Methodist Church of Summit, *N. J.* Director, A. L. Taylor
Thiel College, *Greenville, Pa.* Surveyor, F. C. Benner
Transylvania College, *Lexington, Ky.* Director, Lawrence B. Avison
Trinity English Lutheran Church, *Appleton, Wisc.* Director, Dougal Young
Trinity Parish in Melrose, *Mass.* Director, P. A. Foster
Union Congregational Church, *Upper Montclair, N. J.* Director, J. P. Knowles
United Negro College Fund, *New York.* Directors, P. H. Younger, M. D. Brewer,
N. G. Booth, J. H. Duchine, C. H. Gale, J. P. Knowles,
J. F. McTyier, F. H. Robeson
University of Chattanooga, *Chattanooga, Tenn.* Director, L. F. Lybarger, Jr.
University of Cincinnati, *Ohio.* Surveyor, P. C. King
Washington University, *St. Louis, Mo.*
Directors, H. F. Howe, J. D. Foster, E. E. Snelgrove
Wesley Memorial Methodist Church, *High Point, N. J.* Director, F. C. Freeman
Westminster Presbyterian Church, *Richmond, Va.* Director, H. C. Dudley
Westminster Schools, *Atlanta, Ga.* Director, P. C. King
William Penn College, *Oskaloosa, Iowa.* Director, P. C. King
Wofford College, *Spartanburg, S. C.* Director, J. O. Avison
Xavier University, *New Orleans, La.* Director, J. P. Knowles

Some New and Continuing Campaigns and Surveys for Next Year

ALDERSON-BROADDUS COLLEGE, *Philippi, W. Va.*
ALL SAINTS EPISCOPAL CHURCH, *Richmond, Va.*
BAPTIST BOARD OF EDUCATION, *New York, N. Y.*
BOARD OF FUNDAMENTAL EDUCATION, *New York, N. Y.*
BOSTON UNIVERSITY, *Boston, Mass.*
BOY SCOUTS OF CLEVELAND, *Ohio*
CATHEDRAL CHURCH OF THE NATIVITY, *Bethlehem, Penna.*
CENTRAL BRICK CHURCH, *East Orange, N. J.*
CHURCH OF CHRIST, *New Philadelphia, Ohio*
COLLEGE HILL PRESBYTERIAN CHURCH, *Easton, Penna.*
COLLEGE OF THE BIBLE, *Lexington, Ky.*
CONNECTICUT JUNIOR REPUBLIC, *Litchfield, Conn.*
DAVIDSON COLLEGE, *Davidson, N. C.*
DENISON UNIVERSITY, *Granville, Ohio*
EASTERN BAPTIST THEOLOGICAL SEMINARY, *Philadelphia, Penna.*
FIRST METHODIST CHURCH, *Findlay, Ohio*
FIRST METHODIST CHURCH, *Waterville, Ohio*
FIRST METHODIST CHURCH, *Milltown, N. J.*
FIRST PRESBYTERIAN CHURCH, *Chillicothe, Ohio*
FIRST PRESBYTERIAN CHURCH, *Matawan, N. J.*
FIRST PRESBYTERIAN CHURCH, *Ramsey, N. J.*
FIRST PRESBYTERIAN CHURCH, *Salem, Oregon*
FREEMASON STREET BAPTIST CHURCH, *Norfolk, Va.*
GARRISON-FORREST SCHOOL, *Baltimore, Md.*
GREEN VALE SCHOOL, *Glen Head, N. Y.*
HAYES METHODIST CHURCH, *Fremont, Ohio*
HOPE LUTHERAN CHURCH, *Fostoria, Ohio*
KINGSWOOD SCHOOL, *West Hartford, Conn.*
KISKIMINETAS SPRINGS SCHOOL, *Saltsburg, Penna.*
LEBANON VALLEY COLLEGE, *Annville, Penna.*
LEHIGH UNIVERSITY, *Bethlehem, Penna.*
LEONIA METHODIST CHURCH, *Leonia, N. J.*
LEVITTOWN COMMUNITY CHURCH, *Levittown, N. Y.*
LINCOLN SCHOOL, *Providence, R. I.*
LUTHERAN HOME OF NEW JERSEY, *Moorestown, N. J.*
LUTHERAN HOME FOR THE AGED, *South Jersey, Jersey City, N. J.*
LUTHERAN HOME FOR THE AGED, SOUTH JERSEY, *Jersey City, N. J.*
MANCHESTER COLLEGE, *North Manchester, Ind.*
MARY BALDWIN COLLEGE, *Staunton, Va.*
MASONIC TEMPLE, *Melrose, Mass.*
MASSACHUSETTS INSTITUTE OF TECHNOLOGY, *Cambridge, Mass.*
MEMORIAL BAPTIST CHURCH, *Dayton, Ohio*
MORAVIAN COLLEGE, *Bethlehem, Penna.*
MOUNT CALVARY LUTHERAN CHURCH, *Van Dyke, Mich.*
MOUNT ZION LUTHERAN CHURCH, *Detroit, Mich.*
NORTH PRESBYTERIAN CHURCH, *Geneva, N. Y.*
PEACE LUTHERAN CHURCH, *Galion, Ohio*
PINE STREET PRESBYTERIAN CHURCH, *Harrisburg, Penna.*
PRESBYTERIAN COLLEGE, *Clinton, S. C.*
QUEENS BAPTIST CHURCH, *Queens Village, N. Y.*
RANDOLPH-MACON ACADEMY, *Front Royal, Va.*
RANDOLPH-MACON COLLEGE, *Ashland, Va.*
SAINT GABRIEL'S PROTESTANT EPISCOPAL CHURCH, *Hollis, N. Y.*
ST. GILES PROTESTANT EPISCOPAL CHURCH, *Richmond, Va.*
ST. JOHN'S LUTHERAN CHURCH, *Oak Harbor, Ohio*
ST. LAWRENCE UNIVERSITY, *Canton, N. Y.*
ST. PAUL'S LUTHERAN CHURCH, *Massillon, Ohio*
TEMPLE BETH EL, *Asbury Park, N. J.*
THIEL COLLEGE, *Greenville, Penna.*
TOWNLEY PRESBYTERIAN CHURCH, *Union, N. J.*
TRINITY COLLEGE, *Hartford, Conn.*
UNITED NEGRO COLLEGE FUND, *New York City*
UNIVERSITY OF CHATTANOOGA, *Chattanooga, Tenn.*

Code of Ethics

Marts & Lundy, Inc.

I. We will take no campaign the purpose of which we cannot approve.

II. We will take no campaign which in our best judgment is not possible of success.

III. We will direct no philanthropic campaigns on a percentage basis, for to do so would create the impression in the minds of the volunteer workers that our earnestness and zeal were for financial gain.

IV. Having taken a contract, the interests of the client must come before our own.

V. Our publicity shall be educational rather than of the ballyhoo or high pressure type.

VI. Directors shall at all times conduct themselves as Christian gentlemen careful to do nothing which will be likely to offend anyone.

VII. Directors shall give themselves whole-heartedly to the promotion of the campaign, utilizing every minute of every day in behalf of the campaign.

VIII. Campaigns should be conducted upon such a high plane that there will be three results:

1. The constituency of the institution shall become thoroughly familiar with its character, ideals and objectives;
2. The financial objective shall be reached;
3. Such good will for the institution shall be built that will result in great good in future years.

Marts & Lundy, Inc.

CHARTER MEMBER

521 Fifth Avenue
New York 17, N. Y.

Harter Bank Building
Canton 2, Ohio

1220 Lincoln Liberty Building
Philadelphia 7, Pa.

1926 1956

Thirty Years of Service to Philanthropy



Marts & Lundy, Inc.

Annual Staff Conference

★

July 16, 17 and 18
1956

Chalfonte-Haddon Hall Hotel
Atlantic City, New Jersey

Marts & Lundy, Inc.

Officers and Directors

ARNAUD C. MARTS, *Chairman of the Board*
GEORGE E. LUNDY, *Vice Chairman of the Board*
LOUIS W. ROBEY, *Vice Chairman of the Board*

THOMAS F. MORGAN, JR., *President*
AUSTIN V. MCCLAIN, *Vice President and Secretary*
PAUL H. YOUNGER, *Vice President and Treasurer*

LAWRENCE B. AVISON
MELVIN D. BREWER
JAMES H. DUCHINE
T. T. FRANKENBERG, *Emeritus*
FLOYD C. FREEMAN
HERBERT C. RICHMAN
JOSEPH C. SMITH

Staff

JAMES O. AVISON
PHILIP P. BAIRD
FRED BALDUS
ALICE L. BISTRIMOVICH
FRED C. BENNER
ASHLEY L. BICKMORE
NORMAN G. BOOTH
WAYNE H. BURWELL
JOHN I. CARLSON
ALBERT E. CHAMBERLAIN
ERNEST B. CHAMBERLAIN
FRANK J. COLEMAN
RAYMOND W. COOPER
CHARLES F. COYKENDALE
CHARLES CRIST
CHARLES S. DICE
HAROLD C. DUDLEY
EDWARD F. DUFFY
ALFRED C. ESTES, *Emeritus*
J. DOUGLASS FOSTER
PERLEY A. FOSTER
WILLIAM C. FRENCH
CHARLES H. GALE
ALBERT E. GERMER, JR.
JOHN W. GOODNOUGH
HERBERT R. HADCOCK
CHARLES A. HERSCHLEB
PAUL A. HIGHTOWER
HAROLD F. HOWE
PHILIP C. KING
J. PETER KNOWLES
ARTHUR LOFGREN
J. FLOYD MCTYIER
ETHEL P. MILAN
ARTHUR B. NICHOLLS
WM. A. D. PARKS
FRANK H. ROBESON
RAYMOND F. ROPE
G. WALLACE RUCKERT
BAYARD T. SKILLING
ERLE E. SNELGROVE
ARTHUR L. TAYLOR
ALEXANDER THOMPSON
THELMA E. WALKER
GLADYS WALTERS
DOROTHY WILSON
FRANK E. WOOD
DOUGAL E. YOUNG

Special Guest Sessions

On Wednesday, 9-10 a.m., there is a special session for guests in the West Room. This consists of a Guest Panel discussing "Cooperation with Clients' Administration." Mr. Herbert C. Richman is moderator.

From 11 to 12 on Wednesday, in the West Room, Mr. McClain will present "Training College Personnel During Campaign for Development Program."

Recreation

Each afternoon from 4:00 to 6:30 p.m. is left free for recreation.

Accommodations and Meals

Arrangements for the conference have been made on the American plan (all meals included in the room rate). The following group meals have been scheduled:

Monday—6:30—Banquet for staff members and wives in the West Room.

Tuesday—12:00—Luncheon for entire conference, in the Rutland Room.

Wednesday—12:30—Luncheon for entire conference in the Rutland Room.

All other meals are "open" and should be taken in the Wedgwood Room on Lounge floor at your convenience. You need only to place your order and sign the check with your name and room number.

Tipping. The gratuities for meals and for the chambermaid have been arranged for by Marts & Lundy, and it is therefore unnecessary for staff members and guests to tip for these services.

When **Checking Out** please ask for your bill at Cashier's window, check it, and if it is correct, please sign it. Return it to Cashier and Marts & Lundy will pay it.

MARTS & LUNDY STAFF CONFERENCE

July 16-18, 1956

Chalfonte-Haddon Hall Hotel

Atlantic City, N. J.

INFORMATION SHEET

Conference office will be on the Tower Floor of Haddon Hall.

Registration in Tower Floor Hallway, Monday, July 16th, 8:30 to 9:00 a.m.

Stockholders' Meeting in the West Room of Tower Floor, at 9:00 a.m. Monday, July 16th.

Photographs will be taken immediately preceding luncheon on Wednesday, July 18th.

Simultaneous Sessions

As usual, we will have simultaneous sessions of church and non-church groups. These sessions are Monday, 2-3 p.m.; Tuesday, 10-11 a.m., and 11-12 noon.

Seminars

There will be seven seminars, each meeting for three sessions for discussion, and a fourth session for presentation of findings.

Review of Fundamentals

This year we are having three sessions on a Review of Campaign Fundamentals. These sessions are for men who have joined the organization during the past two years. This group will meet in the Card Room while the seminars are in session.

(OVER)

Marts & Lundy, Inc.

Officers and Directors

ARNAUD C. MARTS, *Chairman of the Board*
GEORGE E. LUNDY, *Vice Chairman of the Board*
LOUIS W. ROBEY, *Vice Chairman of the Board*

THOMAS F. MORGAN, JR., *President*
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WM. A. D. PARKS
FRANK H. ROBESON
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THELMA E. WALKER
GLADYS WALTERS
DOROTHY WILSON
FRANK E. WOOD
DOUGAL E. YOUNG

Program

★

1956

Annual Staff Conference

MARTS & LUNDY INCORPORATED CORPORATE SEAL 1926 N.Y.

Marts & Lundy, Inc.

Chalfonte-Haddon Hall Hotel
Atlantic City, New Jersey

★

July 16, 17 and 18
1956

REGISTRATION and CONFERENCE OFFICE
Haddon Hall Tower Floor

Code of Ethics

Marts & Lundy, Inc.

I. We will take no campaign the purpose of which we cannot approve.

II. We will take no campaign which in our best judgment is not possible of success.

III. We will direct no philanthropic campaigns on a percentage basis, for to do so would create the impression in the minds of the volunteer workers that our earnestness and zeal were for financial gain.

IV. Having taken a contract, the interests of the client must come before our own.

V. Our publicity shall be educational rather than of the ballyhoo or high pressure type.

VI. Directors shall at all times conduct themselves as Christian gentlemen careful to do nothing which will be likely to offend anyone.

VII. Directors shall give themselves whole-heartedly to the promotion of the campaign, utilizing every minute of every day in behalf of the campaign.

VIII. Campaigns should be conducted upon such a high plane that there will be three results:

1. The constituency of the institution shall become thoroughly familiar with its character, ideals and objectives;
2. The financial objective shall be reached;
3. Such good will for the institution shall be built that will result in great good in future years.

Thirty Years Ago...

. . . when the field of professional fund-raising was still in its infancy, two of its dedicated young men—Arnaud C. Marts and George E. Lundy—founded an organization. Its purpose: To provide counsel in fund-raising and public relations for the country's vast network of philanthropic institutions.

At the beginning—in 1926—when Marts & Lundy, Inc., was launched into an uncertain future, it was our hope, of course, that we would grow. We wished to grow in our impact upon American philanthropy, in knowledge of our profession, and in accomplishment. But, more than any of these things, we wished to grow in stature in the eyes of those whom we served—our clients.

And now, looking back on these three busy, sometimes turbulent decades, we find that we *have* grown—perhaps not inconsiderably. For from a handful of men, we have grown to an organization of more than 60 people; we have widened our experience to include service to every conceivable type of charitable agency; and we have succeeded in helping them to secure more than 900 million dollars so that they might better serve America.

These and many other things have contributed to our growth—but we know, deep within us, that the biggest measure of credit goes not to ourselves, but to our friends for the steadfast faith which they have placed in our abilities. They have challenged us with the difficult, sometimes "impossible" jobs to do—and have warmed us with their appreciation when we have succeeded in doing them. They have shared our confidence in the men of our organization—and have inspired in them their best direction, energy and vision. They have welcomed us as partners in their future—and have given unstintingly of their own time to achieve a common goal. And, most of all, they have shared our faith in the future of professional fund-raising and in the service it is rendering to the philanthropic scene.

It is, then, in this spirit of gratitude to our friends, that we pause briefly for a fleeting glance at the past—and set our sights toward tomorrow and another thirty years of even greater service to American philanthropy.

Monday, July 16th

Morning

8:30 to 9:00 — Tower Floor Hallway — Registration

9:00 to 10:00 — West Room
Stockholders' and Directors' Meetings

10:00 to 11:00 — Rutland Room
Assembly for Staff and Wives
Preview of Conference

11:00 to 12:00 — Seminars — First Session

Seminar A — Mandarin Room
"Special Techniques for Church Campaigns"
A. B. Nicholls, Leader

Seminar B — Room 1332
"Fitting the Convocation to the Campaign"
Melvin Brewer, Leader

Seminar C — Room 1333
"Approaching and Closing Foundations"
Paul H. Younger, Leader

Seminar D — Room 1344
"Effective Construction and Use of Appraisals"
John Carlson, Leader

Seminar E — Room 1335
"Corporation Approach and Closing"
James Duchine, Leader

Seminar F — Room 1337
"Soliciting Church Constituencies for Closely Related Church Institutions"
C. A. Herschleb, Leader

Seminar G — Room 134
"Problems in Publicity"
Joseph C. Smith, Leader

Review of Fundamentals — Card Room
L. W. Robey and Herbert C. Richman

Afternoon

2:00 to 3:00

Church Session — West Room
"Analysis of Recent Church Statistics"
George E. Lundy

Non-Church Session — Viking Room
Publicity Techniques: *"Does Color Count?"*
Frank Robeson
"Convocation Press"
Erle Snelgrove

3:00 to 4:00

Seminars — Second Session
Review of Fundamentals — Second Session

4:00 to 6:30 — Recreation

Evening

6:30 to 9:00 — West Room
Banquet for Staff and Wives
T. F. Morgan, Jr., Presiding

"Human Interest Stories"

J. Douglass Foster, Master of Ceremonies

Tuesday, July 17th

Morning

10:00 to 12:00 — Tower Floor Hallway
Registration of Guests

9:00 to 10:00
Seminars — Third Session
Review of Fundamentals — Third Session

10:00 to 11:00
Church Session — West Room
"Presentation to Church Boards"
John W. Goodnough
Non-Church Session — Viking Room
"Review of Statistics for Non-Church Campaigns"
George E. Lundy

11:00 to 12:00
Church Session — West Room — Report of Seminar A
Non-Church Session — Viking Room
Report of Seminar B

Afternoon

12:00 to 2:00 — Rutland Room
Luncheon — Staff and Guests
Arnaud C. Marts, Presiding

2:00 to 3:00 — Viking Room — Report of Seminar C

3:00 to 4:00 — Viking Room — Special Gifts Panel
Arnaud C. Marts
Thomas F. Morgan, Jr.
Paul H. Younger
Philip C. King

4:00 to 6:30 — Recreation

Evening

8:00 to 9:00 — Viking Room
A Showing of Movies Made During the Year
Joseph C. Smith

Notes

Wednesday, July 18th

Morning

9:00 to 10:00

Staff Members — Viking Room — Report of Seminar D
Guests — West Room

Panel — *"Cooperation with Clients' Administration"*
Herbert C. Richman, Moderator

Dr. Ronald V. Wells, *Associate Secretary, Board of Education and Publication, American Baptist Convention*
Dr. Daniel Z. Gibson, *President, Washington College*
Paul Franz, *Assistant to the President, Lehigh University*

10:00 to 11:00

Staff and Guests — Viking Room — Report of Seminar E

11:00 to 12:00

Staff Members — Viking Room — Report of Seminar F
Guests — West Room — *"Training College Personnel During Campaign for Development Program"*
Austin V. McClain

Afternoon

12:30 to 2:00 — Rutland Room — Luncheon
George E. Lundy, Presiding
"FREEDOM TO — A UNIQUE AMERICAN CHARACTERISTIC"
Arnaud C. Marts

2:00 to 3:00 — Viking Room — General Staff Meeting

ADJOURNMENT

Notes

Clients Served By Marts & Lundy

July 1, 1955 — June 30, 1956

Alderson-Broaddus College, *Philippi, W. Va.* Director, A. L. Bickmore
All Saints Episcopal Church, *Richmond, Va.* Director, Philip C. Baird
Animal Rescue League, *Boston, Mass.* Surveyor, Edward F. Duffy
Ashland College, *Ashland, Ohio.* Surveyor, Fred C. Benner
Auburn Lutheran Church, *Springfield, Ohio.* Director, Raymond Rope

Barnard School for Girls, *New York, N. Y.* Surveyor, Fred C. Benner
Belhaven College, *Jackson, Miss.* Director, Raymond W. Cooper
Board for Fundamental Education, *Indianapolis, Ind.* Director, G. W. Ruckert
Board of Education, *American Baptist Convention, N. Y.* Director L. W. Robey
Bethune-Cookman College, *Daytona Beach, Fla.* Director J. Peter Knowles
Brimmer & May School, *Chestnut Hill, Mass.* Surveyor, A. B. Nicholls
Buckley Country Day School, *North Hills, N. Y.* Surveyor, A. E. Germer, Jr.

Calvary Methodist Church, *Flint, Mich.* Director, R. W. Cooper
Case Institute of Technology, *Cleveland, Ohio.* Director, L. B. Avison, Jr.
Cathedral Church of the Nativity, *Bethlehem, Pa.* Director, Alexander Thompson
Christ Church, *East Orange, N. J.* Director, Dougal Young
Christ Episcopal Church, *Greenville, S. C.* Director, Dougal Young
Christ Episcopal Church, *Kensington, Md.* Director, Floyd Freeman
Christ Evangelical & Reformed Church, *Orrville, Ohio,* Director, H. A. Dalzell
Church of the Atonement, *Tenafly, N. J.* Director, C. W. Crist
Cleveland Museum of Natural History, *Cleveland, Ohio.* Surveyor, F. C. Freeman
Clinton Heights Lutheran Church, *Columbus, Ohio.* Director, W. A. D. Parks
College Hill Moravian Church, *Bethlehem, Pa.* Director, A. E. Chamberlain
College Hill Presbyterian Church, *Easton, Pa.* Director, Alexander Thompson
College of the Bible, *Lexington, Ky.* Director, Norman Booth
College Park Methodist Church, *Orlando, Fla.* Director, J. F. McTyier
Columbia Theological Seminary, *Decatur, Ga.* Surveyor, Philip C. King
Connecticut Junior Republic, *Litchfield, Conn.* Director, E. E. Snelgrove
Cooper Union for the Advancement of Science & Art, *N. Y.* Director, C. S. Dice
Council on Missionary Cooperation, *Baptist Board, N. Y.* Director, L. W. Robey
Crozer Theological Seminary, *Chester, Pa.* Surveyor, H. F. Howe

Dartmouth College, *Hanover, N. H.* Surveyor, P. A. Hightower
Davidson College, *Davidson, N. C.* Director, W. C. French
Defiance College, *Defiance, Ohio.* Surveyor, P. A. Hightower
Denison University, *Granville, Ohio.* Director, J. D. Foster

Eastern Baptist Theological Seminary & College, *Philadelphia, Pa.* Director, A. Lofgren
Elizabethtown College, *Elizabethtown, Pa.* Director, Charles Dice
Emmanuel Baptist Church, *Ridgewood, N. J.* Director, Frank J. Coleman
Enslow Park Presbyterian Church, *Huntington, W. Va.* Director, W. A. D. Parks
Episcopal Foundation of Jefferson County, *Birmingham, Ala.* Director, J. F. McTyier

Federated Church of Hyannis, *Hyannis, Mass.* Director, H. C. Dudley
Fifth Avenue Presbyterian Church, *New York, N. Y.* Director, C. A. Herschleb
First Baptist Church, *White Plains, N. Y.* Director, W. A. D. Parks
First Christian Church, *Louisville, Ky.* Director, A. B. Nicholls
First Church of Christ, *New Philadelphia, Ohio.* Director, H. A. Dalzell
First Congregational Church, *Danbury, Conn.* Director, P. A. Foster
First Congregational Church, *Westfield, N. J.* Director, P. A. Foster

First Hope Lutheran Church, *Fostoria, Ohio.* Director, Chas. Coykendale
First Methodist Church, *Altoona, Pa.* Director, Dougal Young
First Methodist Church, *Clyde, Ohio.* Director, A. L. Taylor
First Methodist Church, *Findlay, Ohio.* Director, A. B. Nicholls
First Methodist Church, *Portsmouth, N. H.* Director, H. C. Dudley

First Presbyterian Church, *Chillicothe, Ohio.* Director, Philip Baird
First Presbyterian Church, *Dunellen, N. J.* Director, C. W. Crist
First Presbyterian Church, *Hickory, N. C.* Director, F. C. Freeman
First Presbyterian Church, *Matawan, N. J.* Director, A. L. Taylor
First Presbyterian Church, *Middletown, N. Y.* Director, P. A. Foster
First Presbyterian Church, *Morganton, N. C.* Director, Alex. Thompson
First Presbyterian Church, *Salem, Oregon.* Director, C. W. Crist
Fort Hill Methodist Church, *Lynchburg, Va.* Director, F. C. Freeman

Garrison Forest School, *Garrison, Md.* Surveyor, P. A. Hightower
Gethsemane Lutheran Church, *Austin, Texas.* Director, H. R. Hadcock
Ginter Park Presbyterian Church, *Richmond, Va.* Director, Philip Baird
Good Shepherd Lutheran Church, *Royal Oak, Mich.* Director, F. C. Freeman
Grace Methodist Church, *York, Pa.* Director, Alexander Thompson
Greater Cleveland Council, Boy Scouts of America, *Ohio.* Surveyor, F. C. Benner
Green Vale School, *Glen Head, N. Y.* Director, A. E. Germer, Jr.
Guilford College, *Guilford College, N. C.* Director, A. E. Chamberlain

Hayes Memorial Methodist Church, *Fremont, Ohio.* Director, Chas. Coykendale

Kenyon College, *Gambier, Ohio.* Surveyor, P. A. Hightower
Kingswood School, *West Hartford, Conn.* Director, Charles Gale
Kiskiminetas Springs School, *Saltsburg, Pa.* Director, Wayne Burwell

Lebanon Valley College, *Annville, Pa.* Director, H. C. Richman
Lehigh University, *Bethlehem, Pa.* Director, A. V. McClain
Leonia Methodist Church, *Leonia, N. J.* Director, P. A. Foster
Levittown Community Church, *Levittown, N. Y.* Director, F. J. Coleman
Lincoln Memorial University, *Harrogate, Tenn.* Surveyor, H. F. Howe
Lincoln School, *Providence, R. I.* Director, John I. Carlson
Linden Presbyterian Church, *Linden, N. J.* Directors, C. W. Crist, J. W. Goodnough
Long Island University, *Brooklyn, N. Y. and Brookville, L. I.* Surveyor, P. A. Hightower

Luella Cummings School for Girls, *Toledo, Ohio.* Director, Raymond Rope
Lutheran Church of the Redeemer, *Ramsey, N. J.* Director, Wallace Ruckert
Lutheran Home of New Jersey, *Moorestown, N. J.* Director, John I. Carlson
Lutheran Welfare Association, *Jersey City, N. J.* Director, Frank Coleman

Manchester College, *North Manchester, Ind.* Director, C. A. Herschleb
Mary Baldwin College, *Staunton, Va.* Director, Harold F. Howe
Massachusetts Institute of Technology, *Cambridge, Mass.* Director, T. F. Morgan, Jr.
Medford Jewish Community Center, *Medford, Mass.* Director, Frank Coleman
Melrose Masonic Association, *Melrose, Mass.* Director, H. C. Dudley
Mitchell College, *Statesville, N. C.* Director, W. C. French
Memorial Baptist Church, *Dayton, Ohio.* Director, E. F. Duffy
Monmouth College, *Long Branch, N. J.* Director, B. T. Skilling
Moravian College, *Bethlehem, Pa.* Directors, E. E. Snelgrove, H. C. Richman
Mountainside Hospital, *Montclair, N. J.* Director, A. E. Germer
Mt. Calvary Lutheran Church, *Van Dyke, Mich.* Director, A. E. Chamberlain
Mt. Zion Evangelical Lutheran Church, *Detroit, Mich.* Director, R. W. Cooper

Norview Presbyterian Church, *Norfolk, Va.* Director, A. L. Taylor

Old South Union Church, *S. Weymouth, Mass.* Director, Fred Baldus

Oxford Methodist Church, *Oxford, Pa.* Director, Fred Baldus

Paine College, *Augusta, Ga.* Surveyor, J. P. Knowles
Peace Lutheran Church, *Galion, Ohio.* Director, Philip Baird
Philander-Smith College, *Little Rock, Ark.* Surveyor, E. E. Snelgrove
Pine Street Presbyterian Church, *Harrisburg, Pa.* Director, P. A. Foster
Presbyterian College, *Clinton, S. C.* Director, L. B. Avison, Sr.

Queens Baptist Church, *Queens Village, N. Y.* Director, Fred Baldus

Randolph-Macon Academy, *Front Royal, Va.* Director, H. F. Howe
Randolph-Macon College, *Ashland, Va.* Director, J. O. Avison
Reformed Church, *Locust Valley, N. Y.* Director, J. P. Knowles

Shaw University, *Raleigh, N. C.* Surveyor, J. P. Knowles
St. Alban's Episcopal Church, *Washington, D. C.* Director, A. E. Chamberlain
St. Augustine's College, *Raleigh, N. C.* Surveyor, J. P. Knowles
St. Gabriel's P. E. Church, *Hollis, N. Y.* Director, A. L. Taylor
St. Giles Presbyterian Church, *Richmond, Va.* Director, A. L. Taylor
St. James Lutheran Church, *Detroit, Mich.* Director, C. F. Coykendale
St. John's Evangelical Lutheran Church, *Oak Harbor, Ohio.*
Director, H. R. Hadcock

St. Lawrence University, *Canton, N. Y.* Director, J. H. Duchine
St. Luke's Lutheran Church, *Youngstown, Ohio.* Director, J. F. McTyier
St. Mark's School, *Southborough, Mass.* Surveyor, C. H. Gale
St. Martin's Evangelical Lutheran Church, *Austin, Texas.* Director, A. B. Nicholls
St. Paul's Episcopal Church, *Rochester, N. Y.* Director, Wallace Ruckert
St. Paul's Lutheran Church, *Massillon, Ohio.* Director, J. W. Goodnough
St. Paul's Lutheran Church, *Maumee, Ohio.*
Directors, C. F. Coykendale, A. E. Chamberlain

St. Paul's Lutheran Church, *Michigan City, Ind.* Director, Philip Baird
St. Peter's Evangelical Lutheran Church, *Philadelphia, Pa.* Director, J. D. Foster
Sinai Temple, *Springfield, Mass.* Director, A. B. Nicholls
Temple Beth El, *Asbury Park, N. J.* Director, Frank J. Coleman

The Baptist Church in Brookline, *Mass.* Director, Fred Baldus
The Baptist Temple, *Charleston, W. Va.* Director, Edward F. Duffy
The Hill School, *Pottstown, Pa.* Surveyor, P. A. Hightower
The Methodist Church, *Haddonfield, N. J.* Director, Dougal Young
The Methodist Church, *Milltown, N. J.* Director, J. D. Foster
The Methodist Church, *Waterville, Ohio.* Director, Dougal Young
The Spring Glen Church, Congregational, *Hamden, Conn.* Director, Wallace Ruckert
Thiel College, *Greenville, Pa.* Director, Charles S. Dice
Townley Presbyterian Church, *Union, N. J.* Director, Charles W. Crist
Trinity Baptist Church, *Marion, Ohio.* Director, W. A. D. Parks
Trinity College, *Hartford, Conn.* Director, Melvin Brewer
Trinity Lutheran Church, *Toledo, Ohio.* Director, C. F. Coykendale
Trinity Methodist Church, *Genoa, Massillon, Ohio*
Directors, H. F. Dalzell, E. F. Duffy

Union Methodist Church, *East Northport, N. Y.* Director, E. F. Duffy
University of Chattanooga, *Tenn.* Director, L. F. Lybarger
United Church Center, *New York.* Surveyor, P. H. Younger
United Negro College Fund, *New York.*
Directors, P. H. Younger, J. P. Knowles, E. E. Snelgrove

Wesley Junior College, *Dover, Del.* Surveyor, Philip Baird
West Parish in Andover, *Mass.* Director, H. C. Dudley
Mary C. Wheeler School, *Providence, R. I.* Surveyors, C. H. Gale, J. P. Knowles

YMCA-YWCA, *Ann Arbor, Mich. Surveyor,* Wayne Burwell
York County Day School, *York, Pa.* Director, C. H. Gale

Some New and Continuing Campaigns and Surveys for Next Year

Ashland Avenue Baptist Church, *Toledo, Ohio*
Ashland College, *Ashland, Ohio*
Atlantic Christian College, *Wilson, N. C.*
Mary Baldwin College, *Staunton, Va.*
Bangor Theological Seminary, *Bangor, Maine*
Baptist Board of Education, *New York, N. Y.*
Baptist Church, *Scotch Plains, N. J.*
Bethany College, *Bethany, W. Va.*
Christ Lutheran Church, *Columbus, Ohio*
Christ P. E. Church, *Greenwich, Conn.*
Christ P. E. Church, *St. Paul, Minn.*
Church of the Holy Nativity, *S. Weymouth, Mass.*
College of the Bible, *Lexington, Ky.*
Columbia Theological Seminary, *Decatur, Georgia*
Community Church of Syosset, *N. Y.*
Connecticut Junior Republic, *Litchfield, Conn.*
Cooper Union, *New York*
Denison University, *Granville, Ohio*
Dickinson Law School, *Carlisle, Pa.*
Eastern Pilgrim College, *Allentown, Pa.*
Episcopal Church of Nativity, *South Weymouth, Mass.*
First Congregational Church, *South Portland, Maine*
First Presbyterian Church, *Charleston, W. Va.*
First Presbyterian Church, *Montgomery, Ala.*
First Presbyterian Church, *Shelby, N. C.*
Garrison Forest School, *Garrison, Md.*
Gloria Dei Evangelical Lutheran Church, *Duluth, Minn.*
Goshen City Church of the Brethren, *Goshen, Ind.*
Greater Cleveland Council Boy Scouts of America, *Cleveland, Ohio*
Holy Communion English Lutheran Church, *Racine, Wisc.*
Holy Trinity Evangelical Lutheran Church, *Columbus, Ohio*
Immanuel Church on the Hill, *Alexandria, Va.*
Lehigh University, *Bethlehem, Pa.*
Long Island University, *Brooklyn and Brookville, N. Y.*
Lutheran Church of the Good Shepherd, *Duluth, Minn.*
Massachusetts Institute of Technology, *Cambridge, Mass.*
Monmouth College, *Long Branch, N. J.*
Moravian College, *Bethlehem, Pa.*
Mountainside Hospital, *Montclair, N. J.*
New York University-Bellevue Medical Center, *N. Y.*
Presbyterian College, *Clinton, S. C.*
Presbytery Camp, *Richmond, Va.*
Protestant Episcopal Diocese of New York, *N. Y.*
Randolph-Macon College, *Ashland, Va.*
Salsibury School, *Salisbury, Conn.*
Sheraden Community Church, *Pittsburgh, Pa.*
St. Andrews Episcopal Church, *Warwick, Va.*
St. John's Episcopal Church, *Chevy Chase, Md.*
St. Mark's P. E. Church, *New Canaan, Conn.*
St. Thomas Episcopal Church, *Washington, D. C.*
Swarthmore College, *Swarthmore, Pa.*
The Hill School, *Pottstown, Pa.*
Trinity College, *Hartford, Conn.*
Vine Street Christian Church, *Nashville, Tenn.*
Westminster Schools, *Atlanta, Ga.*
Mary C. Wheeler School, *Providence, R. I.*
YMCA-YWCA, *Ann Arbor, Mich.*

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Marts & Lundy, Inc.

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THE AMERICAN ASSOCIATION OF FUND-RAISING COUNSEL
AAFRC

521 Fifth Avenue
New York 17, N. Y.

1000 Twelfth Street, N. W.
Canton, Ohio

1220 Philadelphia National Bank Building
Philadelphia 7, Pa.

A. C. Marts



1957

Annual Staff Conference

Program

July 15, 16 and 17

Chalfonte-Haddon Hall Hotel

Atlantic City, New Jersey

Marts & Lundy, Inc.

Marts & Lundy, Inc.

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GEORGE E. LUNDY, *Vice Chairman of the Board*
LOUIS W. ROBEY, *Vice Chairman of the Board*
THOMAS F. MORGAN, JR., *President*
AUSTIN V. MCCLAIN, *Vice President and Secretary*
PAUL H. YOUNGER, *Vice President and Treasurer*

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MELVIN D. BREWER
JAMES H. DUCHINE
T. T. FRANKENBERG, *Emeritus*
HERBERT C. RICHMAN
JOSEPH C. SMITH

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WAYNE H. BURWELL
JOHN I. CARLSON
ALBERT E. CHAMBERLAIN
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THELMA E. WALKER
GLADYS WALTERS
DOROTHY WILSON
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PROGRAM

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1957

Annual Staff Conference

MARTS & LUNDY INCORPORATED CORPORATE SEAL 1926 N.Y.

Marts & Lundy, Inc.

Chalfonte-Haddon Hall Hotel

Atlantic City, New Jersey

★

July 15, 16 and 17

★

REGISTRATION and CONFERENCE OFFICE

Haddon Hall Tower Floor

Monday, July 15th

Morning

8:30 to 9:00 REGISTRATION — Tower Floor Hallway

8:30 - Bd of Directors Rm 1344

9:00 to 10:00 STOCKHOLDERS' AND DIRECTORS' MEETINGS — Mandarin Room

10:00 to 11:00 ASSEMBLY AND COFFEE HOUR FOR STAFF AND WIVES — West Room
T. F. Morgan, Jr., Presiding
L. W. Robey, Announcements
Mrs. T. F. Morgan, Jr., Hostess

11:00 to 12:00 STUDY SESSION

Church Directors: — Room 1344
"Survey for the Objective"
Leader: G. E. Lundy

Non-Church Directors:

Seminar A — Room 1335
"Review of Campaign Techniques"
Leaders:
P. H. Younger, M. D. Brewer, H. C. Richman

Seminar B — Room 1337
"College Campaigns in Their Related Churches"
Leader: L. B. Avison
Secretary: J. I. Carlson

Seminar C — Room 1333
"Community Campaigns"
Leader: J. H. Duchine
Secretary: H. F. Howe

Publicity Directors: — Room 1332
"Problems in Publicity"
Leader: J. C. Smith
Secretary: F. H. Robeson

Afternoon

12:30 to 2:00 LUNCHEON FOR STAFF AND WIVES — Rutland Room
A. V. McClain, Presiding

2:00 to 3:00 STUDY SESSION

Church Directors: — Room 1344
"Interviews"
Leader: G. E. Lundy

Seminar A — Second Session — Room 1335
Seminar B — Second Session — Room 1337
Seminar C — Second Session — Room 1333
Publicity Directors — Second Session — Room 1332

3:00 to 4:00 CHURCH DIRECTORS: — Room 1344
"Congregational Meetings"
Leader: H. C. Dudley

NON-CHURCH SESSION — Mandarin Room
"College Statistics"
Philip C. King

4:00 to 6:30 RECREATION

Evening

7:00 to 8:00 BANQUET FOR STAFF AND WIVES — Rutland Room
Paul H. Younger, Presiding

Tuesday, July 16th

Morning

10:00 to 12:00 REGISTRATION OF GUESTS
Tower Floor Hallway

9:00 to 10:00 STUDY SESSION
Church Directors: Room 1344
"Special Gifts"
Leader: J. W. Goodnough
Seminars A, B, and C — Third Session Same Rooms
Publicity Directors — Third Session Room 1332

10:00 to 11:00 GENERAL SESSION Mandarin Room
Paper and Discussion
"Staff and Officer Cooperation"
Leader: T. F. Morgan, Jr.

11:00 to 12:00 CHURCH DIRECTORS:
"Sales School"
Leader: A. B. Nicholls
NON-CHURCH SESSION Mandarin Room
Seminar B Report 11:00 to 11:30
Seminar C Report 11:30 to 12:00

Afternoon

12:30 to 2:00 LUNCHEON — STAFF, WIVES AND GUESTS Rutland Room
G. E. Lundy, Presiding
Announcements: L. W. Robey
"Current Trends in Fund Raising"
A. C. Marts

2:00 to 4:00 GENERAL SESSION — STAFF AND GUESTS Rutland Room
"Brainstorming"
Leader: Paul Fitzpatrick
Sales Department, Ethyl Corporation
Introduction: C. S. Dice

4:00 to 6:30 RECREATION

8:00 to 10:00 MOVIES MADE DURING THE YEAR Viking Room
Leader: J. C. Smith

Notes

Wednesday, July 17th

Notes

Morning

9:00 to 10:00 STUDY SESSION
Church Directors:
Discussion
Leader: F. Baldus — Room 1344

Seminar A — Fourth Session — Room 1335
Seminar D — Room 1337
"Development Coordination"
Leader: A. V. McClain
Secretary: J. O. Avison

Seminar E — Room 1333
"Producing Special Gifts"
Leader: L. W. Robey
Secretary: A. L. Bickmore

Publicity Directors — Fourth Session — Room 1332

10:00 to 11:00 STUDY SESSION
Church Directors — Room 1344
Discussion
Leader: P. A. Foster

Seminar A — Fifth Session — Room 1335
Seminar D — Second Session — Room 1337
Seminar E — Second Session — Room 1333
Publicity Directors — Fifth Session — Room 1332

11:00 to 12:00 GENERAL SESSION — STAFF AND GUESTS — ~~West Room~~ Mandarin Room

Seminar D Report 11:00 to 11:30
Seminar E Report 11:30 to 12:00

Afternoon

12:00 PHOTOGRAPHS — West Room

1:00 to 2:30 LUNCHEON — STAFF, WIVES AND GUESTS — Rutland Room
A. C. Marts, Presiding
An Educator Looks at Fund-Raising
Dr. Theodore A. Distler
Executive Director, Association of American Colleges

2:30 to 3:30 STAFF MEETING — West Room
T. F. Morgan, Jr., Presiding

For the Ladies

A coffee hour for all staff wives and women guests of the Conference will be held from ten to eleven o'clock on Wednesday morning in the ~~Mandarin~~ Room. Mrs. T. F. Morgan, Jr., will be hostess.

Sun Porch

Clients Served By Marts & Lundy

July 1, 1956-June 30, 1957

American Baptist Board of Education, *New York*. Director, L. W. Robey
American Baptist National Survey on Christian Higher Education, *Philadelphia, Pa*. Director, H. C. Richman
American Chemical Society, *Washington, D. C*. Surveyor, P. A. Hightower
Andover-Newton Theological School, *Newton Center, Mass*. Surveyor, F. C. Benner
Ashland Avenue Baptist Church, *Toledo, Ohio*. Director, A. L. Taylor
Atlantic Christian College, *Wilson, N. C*. Surveyor, P. P. Baird
Avon Old Farms School, *Avon, Conn*. Surveyor, G. E. T. Lum

Bangor Theological Seminary, *Bangor, Maine*. Director, C. A. Herschleb
Baptist Church, *Scotch Plains, N. J*. Director, P. A. Foster
Bates College, *Lewiston, Maine*. Surveyor, P. A. Hightower
Belhaven College, *Jackson, Miss*. Director, W. A. D. Parks
Bethany College, *Bethany, W. Va*. Surveyor, P. A. Hightower
Briarcliff Congregational Church, *Briarcliff Manor, N. Y*. Director, F. J. Coleman
Buckley Country Day School, *Roslyn, N. Y*. Director, B. T. Skilling
Calvary Baptist Church, *Providence, R. I*. Director, P. P. Baird
Centenary Methodist Church, *Metuchen, N. J*. Director, C. W. Crist
Central Church *in Worcester, Mass*. Director, F. Baldus
Chicago Theological Seminary, *Chicago, Ill*. Surveyor, L. B. Avison
Children's Aid Society, *Cleveland, Ohio*. Surveyor, F. C. Benner
Christ Church Parish, *St. Paul, Minn*. Director, A. L. Taylor
Christ Episcopal Church, *Greenwich, Conn*. Director, G. W. Ruckert
Christ Lutheran Church, *Columbus, Ohio*. Director, H. C. Dudley
Christ Lutheran Church, *Dallas, Texas*. Director, W. A. D. Parks
Church of the Good Shepherd, *Orange, Conn*. Director, F. Smith
Cleveland Museum of Natural History, *Cleveland, Ohio*. Director, A. E. Germer, Jr.
Colby Junior College, *New London, N. H*. Surveyor, F. C. Benner
College of the Bible, *Lexington, Ky*. Directors, N. G. Booth, A. Lofgren
Columbia Theological Seminary, *Decatur, Ga*. Director, J. F. McTyier
Community Baptist Church, *Manchester, Conn*. Director, F. Baldus
Community Church *of Syosset, N. Y*. Director, J. P. Knowles
Connecticut Junior Republic, *Litchfield, Conn*. Director, E. E. Snelgrove
Cooper Union for the Advancement of Science and Art, *New York*. Director, C. S. Dice
Crozer Theological Seminary, *Chester, Pa*. Director, L. W. Robey
Dan Beard Council, Boy Scouts of America, *Cincinnati, Ohio*. Surveyor, D. E. Young
Dartmouth College, *Hanover, N. H*. Director, M. D. Brewer
Delaware Avenue Baptist Church, *Buffalo, N. Y*. Director, R. W. Cooper
Denison University, *Granville, Ohio*. Director, J. D. Foster
Dickinson School of Law, *Carlisle, Pa*. Director, R. F. Rope
Diocese of New York, Protestant Episcopal Church, *New York*. Director, B. T. Skilling

Eastern Pilgrim College, *Allentown, Pa*. Director, J. F. McTyier
East Hanover Presbytery Camp & Conference Committee, *Richmond, Va*. Directors, J. W. Goodnough, L. B. Avison
Emmanuel Lutheran Church, *Warren, Ohio*. Director, C. L. Gilligan
Episcopal Theological School, *Cambridge, Mass*. Surveyor, E. F. Duffy
Evangelical Lutheran Church of the Reformation, *Milwaukee, Wisc*. Director, R. W. Cooper

First Baptist Church, *Stoneham, Mass*. Director, H. C. Dudley
First Congregational Church, *South Portland, Maine*. Director, F. Baldus
First Methodist Church, *Wapakoneta, Ohio*. Director, A. Thompson
First Presbyterian Church, *Montgomery, Ala*. Director, W. A. D. Parks
First Presbyterian Church, *St. Petersburg, Fla*. Director, A. Thompson
First Presbyterian Church, *Matawan, N. J*. Director, A. Lofgren
First Presbyterian Church, *Millville, N. J*. Director, F. J. Coleman
First Presbyterian Church, *Springfield, N. J*. Director, C. W. Crist
First Presbyterian Church, *Charleston, W. Va*. Director, P. P. Baird
Fisk Memorial Methodist Church, *Natick, Mass*. Director, J. W. Goodnough
Ford Road American Lutheran Church, *Dearborn, Mich*. Director, A. L. Taylor
Franklin & Marshall College, *Lancaster, Pa*. Directors, J. H. Duchine, P. A. Foster
Fund for Dental Education, *Indianapolis, Ind*. Surveyor, A. E. Chamberlain

Garrison Forest School, *Garrison, Md*. Director, W. C. French
Gloria Dei Evangelical Lutheran Church, *Duluth, Minn*. Director, F. J. Coleman
Goshen City Church of the Brethren, *Goshen, Ind*. Director, A. Thompson
Grace Church (Episcopal), *Charleston, S. C*. Director, D. E. Young
Grace Presbyterian Church, *San Antonio, Tex*. Director, C. L. Gilligan
Grinnell College, *Grinnell, Iowa*. Director, J. O. Avison
Greater Cleveland Council, Boy Scouts of America, *Cleveland, Ohio*. Directors, J. H. Duchine, C. H. Walker

Hammond Street Congregational Church, *Bangor, Maine*. Director, H. C. Dudley
Holy Communion English Lutheran Church, *Racine, Wisc*. Director, F. Baldus
Holy Trinity Evangelical Lutheran Church, *Columbus, Ohio*. Director, C. L. Gilligan
Immanuel Church-on-the-Hill, *Alexandria, Va*. Director, E. F. Duffy

Lebanon Valley College, *Annville, Pa*. Director, H. C. Richman
Lehigh Consistory, *Allentown, Pa*. Surveyor, P. A. Hightower
Lehigh University, *Bethlehem, Pa*. Director, A. V. McClain
Lincoln School, *Providence, R. I*. Director, J. I. Carlson
Lutheran Church of the Good Shepherd, *Duluth, Minn*. Director, F. J. Coleman

Marion College, *Marion, Ind*. Director, H. F. Howe
Mary Institute, *St. Louis, Mo*. Surveyor, J. P. Knowles
Massachusetts Institute of Technology, *Cambridge, Mass*. Director, T. F. Morgan, Jr.
Meredith College, *Raleigh, N. C*. Surveyor, E. F. Duffy
Methodist Church, *Havre de Grace, Md*. Director, A. L. Taylor
Milwaukee School of Engineering, *Milwaukee, Wisc*. Surveyor, R. F. Rope
Mitchell College, *New London, Conn*. Surveyor, D. E. Young
Monmouth College, *West Long Branch, N. J*. Director, B. T. Skilling
Moravian College, *Bethlehem, Pa*. Director, H. C. Richman
Mount Vernon Methodist Church, *Danville, Va*. Director, R. W. Cooper
Mountainside Hospital, *Montclair, N. J*. Director, A. E. Germer, Jr.

New England Home for Little Wanderers, *Boston, Mass*. Surveyor, E. F. Duffy
New York Public Library, *New York, N. Y*. Surveyor, P. C. King
New York University-Bellevue Medical Center, *New York*. Directors, J. I. Carlson, E. E. Snelgrove
Osteopathic Hospital of Maine, *Portland, Maine*. Surveyor, G. E. T. Lum

Palmer Community Church (Moravian), *Easton, Pa*. Director, P. A. Foster
Parish of the Advent, *Boston, Mass*. Director, H. C. Dudley
Pine Manor Junior College, *Wellesley, Mass*. Surveyor, A. B. Nicholls
Plimoth Plantation, *Boston, Mass*. Director, J. P. Knowles
Potomac School, *McLean, Va*. Surveyor, L. B. Avison
Presbyterian College, *Clinton, S. C*. Directors, L. B. Avison, R. F. Rope

Randolph-Macon College, *Ashland, Va*. Director, J. O. Avison
Reformed Church of Oradell, *N. J*. Director, C. W. Crist
Rhode Island School of Design, *Providence, R. I*. Surveyor, J. P. Knowles
Rochester Children's Nursery, *Rochester, N. Y*. Director, J. O. Avison

St. Alban's School, *Washington, D. C*. Surveyor, F. Baldus
St. Andrew's Episcopal Church, *Warwick, Va*. Director, P. P. Baird
St. George Episcopal Church, *Flushing, N. Y*. Director, C. W. Crist
St. George's School, *Newport, R. I*. Surveyor, G. E. T. Lum
St. John's Episcopal Church, *Chevy Chase, Md*. Director, C. W. Crist
St. John's Episcopal Church, *Lancaster, Pa*. Director, F. J. Coleman
St. Joseph College, *Emmitsburg, Md*. Surveyor, G. E. T. Lum
St. Lawrence University, *Canton, N. Y*. Director, J. H. Duchine

St. Luke's Protestant Episcopal Church, *Dumont, N. J.* Director, P. P. Baird
St. Mark's Episcopal Church, *Islip, N. Y.* Director, A. L. Taylor
St. Mark's Evangelical Reformed Church, *Easton, Pa.* Director, A. Thompson
St. Mark's Protestant Episcopal Church, *New Canaan, Conn.* Director, C. A. Herschleb
St. Mark's School, *Southborough, Mass.* Director, G. W. Ruckert
St. Peter's Lutheran Church, *Columbus, Ohio.* Director, C. L. Gilligan
St. Stephen Presbyterian Church, *Fort Worth, Tex.* Director, C. L. Gilligan
St. Thomas Episcopal Church, *Washington, D. C.* Director, A. E. Chamberlain
Salem Memorial Lutheran Church, *Detroit, Mich.* Director, R. W. Cooper
Salisbury School, *Salisbury, Conn.* Director, A. B. Nicholls
Shelby Presbyterian Church, *Shelby, N. C.* Director, F. Freeman
Sheraden Community Church, *Pittsburgh, Pa.* Director, P. A. Foster
Shurtleff College, *Alton, Ill.* Surveyor, A. Thompson
Swarthmore College, *Swarthmore, Pa.* Surveyor, P. A. Hightower

Taft School, *Watertown, Conn.* Surveyor, G. E. T. Lum
The Country School, *Easton, Md.* Surveyor, F. J. Coleman
The Hill School, *Pottstown, Pa.* Director, A. L. Bickmore
Trinity College, *Hartford, Conn.* Director, M. D. Brewer
Trinity School, *New York, N. Y.* Surveyor, P. C. King

Union Avenue Christian Church, *St. Louis, Mo.* Director, R. W. Cooper
Union Congregational Church, *North Reading, Mass.* Director, F. Smith
Union Junior College, *Cranford, N. J.* Surveyor, C. H. Walker
Utica College of Syracuse University, *Utica, N. Y.* Director, W. H. Burwell

Vine Street Christian Church, *Nashville, Tenn.* Director, D. E. Young

Wagner College, *Staten Island, N. Y.* Surveyor, P. A. Hightower
Washington Street Methodist Church, *Columbia, S. C.* Director, D. E. Young
Westminster Schools, *Atlanta, Ga.* Director, B. T. Skilling
Mary C. Wheeler School, *Providence, R. I.* Surveyors, C. H. Gale, J. P. Knowles
Woodberry Forest School, *Woodberry Forest, Va.* Director, W. C. French

YMCA-YWCA, *Ann Arbor, Mich.* Directors, W. H. Burwell, H. F. Howe
YMCA, *Washington, D. C., Silver Spring, Md. and Arlington, Va.* Surveyor, A. E. Chamberlain

Some New and Continuing Campaigns and Surveys for Next Year

American Baptist Convention—Board of Education, and Christian Higher Education Campaign, *New York, N. Y.*
American Chemical Society, *Washington, D. C.*
Andover-Newton Theological School, *Newton Center, Mass.*
Atlantic Christian College, *Wilson, N. C.*
Bates College, *Lewiston, Maine*
Bethany College, *Bethany, W. Va.*
Chicago Theological Seminary, *Chicago, Ill.*
Christ E. & R. Church, *Bethlehem, Pa.*
Cleveland Museum of Natural History, *Cleveland, Ohio*
Colby Junior College, *New London, N. H.*
Connecticut Junior Republic, *Litchfield, Conn.*
Cooper Union for the Advancement of Science and Art, *New York*
Crozer Theological Seminary, *Chester, Pa.*
Dartmouth College, *Hanover, N. H.*
Denison University, *Granville, Ohio*
DePauw University, *Greencastle, Ind.*
Episcopal Diocese of New York, *N. Y.*
Fairview Baptist Church, *Cleveland, Ohio*
First Baptist Church, *Royal Oak, Mich.*
First Church of Baldwin (Methodist), *Baldwin, N. Y.*
First Congregational Church, *Columbus, Ohio*
First Methodist Church, *Marysville, Ohio*
Franklin & Marshall College, *Lancaster, Pa.*
Grace Lutheran Church, *Hubbard, Ohio*
Grace Methodist Church, *Akron, Ohio*
Grinnell College, *Grinnell, Iowa*
Hancock Congregational Church, *Lexington, Mass.*
Lebanon Valley College, *Annville, Pa.*
Lehigh Consistory, *Allentown, Pa.*
Lehigh University, *Bethlehem, Pa.*
Lincoln School, *Providence, R. I.*
Mary Institute, *St. Louis, Mo.*
Massachusetts Institute of Technology, *Cambridge, Mass.*
Milton Academy, *Milton, Mass.*
Milwaukee School of Engineering, *Milwaukee, Wisc.*
Mitchell College, *New London, Conn.*
New England Home for Little Wanderers, *Boston, Mass.*
New York University—Bellevue Medical Center, *New York*
Northern Baptist Seminary, *Chicago, Ill.*
Plimoth Plantation, *Boston, Mass.*
Potomac School, *McLean, Va.*
St. Alban's School, *Washington, D. C.*
St. John Lutheran Church, *Carnegie, Pa.*
Taft School, *Watertown, Conn.*
The Country School, *Easton, Md.*
The Hill School, *Pottstown, Pa.*
Trinity Lutheran Church, *Niles, Ohio*
Union Junior College, *Cranford, N. J.*
Utica College, *Utica, N. Y.*
Village Lutheran Church, *Bronxville, N. Y.*
Wagner College, *Staten Island, New York*
Washington & Lee University, *Lexington, Va.*
Woodberry Forest School, *Woodberry Forest, Va.*
Woodward Avenue Presbyterian Church, *Detroit, Mich.*
YMCA, *Arlington, Va.*

Code of Ethics

Marts & Lundy, Inc.

I. We will take no campaign the purpose of which we cannot approve.

II. We will take no campaign which in our best judgment is not possible of success.

III. We will direct no philanthropic campaigns on a percentage basis, for to do so would create the impression in the minds of the volunteer workers that our earnestness and zeal were for financial gain.

IV. Having taken a contract, the interests of the client must come before our own.

V. Our publicity shall be educational rather than of the ballyhoo or high pressure type.

VI. Directors shall at all times conduct themselves as Christian gentlemen careful to do nothing which will be likely to offend anyone.

VII. Directors shall give themselves whole-heartedly to the promotion of the campaign, utilizing every minute of every day in behalf of the campaign.

VIII. Campaigns should be conducted upon such a high plane that there will be three results:

1. The constituency of the institution shall become thoroughly familiar with its character, ideals and objectives;
2. The financial objective shall be reached;
3. Such good will for the institution shall be built that will result in great good in future years.

MARTS & LUNDY STAFF CONFERENCE

July 15-17, 1957

Chalfonte-Haddon Hall Hotel
Atlantic City, N. J.

INFORMATION SHEET

Conference office will be on the Tower Floor of Haddon Hall.

Registration in Tower Floor Hallway, Monday, July 15th, 8:30 to 9:00 a.m.

Stockholders' meeting in the Mandarin Room of Tower Floor, at 9:00 a.m. Monday, July 15th.

Assembly and Coffee Hour for the Staff and Wives on Monday, 10 — 11 a.m., in the West Room.

Photographs will be taken immediately preceding luncheon on Wednesday, July 17th.

Recreation

Monday and Tuesday afternoons from 4:00 to 6:30 p.m. are left free for recreation.

Accommodations and Meals

Arrangements for the conference have been made on the American plan (all meals included in the room rate). The following group meals have been scheduled:

Monday — 12:30 p.m. — Luncheon for staff members and wives in the Rutland Room.

Monday — 7:00 p.m. — Banquet for staff members and wives in the Rutland Room.

Tuesday — 12:30 p.m. — Luncheon for entire conference in the Rutland Room.

Wednesday — 1:00 p.m. — Luncheon for entire conference in the Rutland Room.

Breakfasts and the Tuesday evening meal are "open" and should be taken in the Wedgwood Room on the Lounge floor at your convenience. You need only to place your order and sign the check with your name and room number.

Tipping. The gratuities for meals and for the chambermaid have been arranged for by Marts & Lundy, and it is therefore unnecessary for staff members and guests to tip for these services.

When **Checking Out** please ask for your bill at Cashier's window, check it, and if it is correct, please sign it. Return it to Cashier and Marts & Lundy will pay it.

Marts & Lundy, Inc.

521 Fifth Avenue
New York 17, New York

1000 Twelfth Street Northwest
Canton 1, Ohio

2218 Philadelphia National Bank Building
Philadelphia 7, Pennsylvania

Arnaud C. Marts
NAME

MARTS & LUNDY, INC.
AFFILIATION

"M & L"

Annual Staff Conference

1958

M & L

STAFF

JAMES O. AVISON
FRED BALDUS
ASHLEY L. BICKMORE
WAYNE H. BURWELL
ALBERT E. CHAMBERLAIN
ERNEST B. CHAMBERLAIN
JAMES W. CHRISTIE, JR.
FRANK J. COLEMAN
RAYMOND W. COOPER
CHARLES F. COYKENDALE
CHARLES W. CRIST
CHARLES S. DICE
HAROLD C. DUDLEY
EDWARD F. DUFFY
ROLLAND N. DUTTON
HAZEL A. EDELMAN
ALFRED C. ESTES, *Emeritus*
OTTO W. FERRENE
J. DOUGLASS FOSTER
PERLEY A. FOSTER
FLOYD C. FREEMAN, *Emeritus*
WILLIAM C. FRENCH
CHARLES H. GALE
CRAWFORD L. GILLIGAN
JOHN W. GOODNOUGH
HERBERT R. HADCOCK
CHARLES A. HERSCHLEB
PAUL A. HIGHTOWER
HAROLD F. HOWE
PHILIP C. KING
J. PETER KNOWLES
ARTHUR LOFGREN
GEORGE LUM
J. FLOYD McTYIER
ETHEL P. MILAN
ARTHUR B. NICHOLLS
WM. A. D. PARKS
FRANK H. ROBESON
RAYMOND F. ROPE
G. WALLACE RUCKERT
BAYARD T. SKILLING
FREDERICK SMITH
ARTHUR L. TAYLOR
PAUL TRICH
CARL H. WALKER
THELMA E. WALKER
GLADYS WALTERS
DOROTHY WILSON
FRANK E. WOOD, *Emeritus*
DOUGAL E. YOUNG

OFFICERS AND DIRECTORS

ARNAUD C. MARTS
Chairman of the Board

GEORGE E. LUNDY
Vice Chairman of the Board

LOUIS W. ROBEY
Vice Chairman of the Board

THOMAS F. MORGAN, JR.
President

AUSTIN V. McCLAIN
Vice President and Secretary

PAUL H. YOUNGER
Vice President and Treasurer

LAWRENCE B. AVISON
MELVIN D. BREWER
JOHN I. CARLSON
JAMES H. DUCHINE
T. T. FRANKENBERG, *Emeritus*
HERBERT C. RICHMAN
JOSEPH C. SMITH

Program

The 1958 Annual Staff Conference

MARTS & LUNDY INC.

Chalfonte-Haddon Hall
Atlantic City
July 23, 24, 25
1958

Announcements

Conference office will be on the Tower Floor of Haddon Hall.

Registration in Tower Floor Hallway, Wednesday, July 23rd, 4:00 to 5:30 p.m.

Photographs will be taken immediately preceding luncheon on Friday, July 25th.

Accommodations and Meals

Arrangements for the conference have been made on the American plan (all meals included in the room rate). The following group meals have been scheduled:

Wednesday — 6:00 p.m. — Dinner and Assembly in the Rutland Room.

Friday — 1:00 p.m. — Luncheon in the Rutland Room.

All other meals are "open" and should be taken in the Wedgwood Room on the Lounge floor. You need only to place your order and sign the check with your name and room number.

Tipping. The gratuities for meals and for the chambermaid have been arranged for by Marts & Lundy, and it is therefore unnecessary for staff members and guests to tip for these services.

When **Checking Out** please ask for your bill at Cashier's window, check it, and if it is correct, please sign it. Return it to Cashier and Marts & Lundy will pay it.

Wednesday, July 23rd

Afternoon

4:00 to 5:30 Registration — *Tower Floor Hallway*

Evening

6:00 to 8:00 Dinner and Assembly — *Rutland Room*

Presiding: T. F. Morgan, Jr.

Address: Dr. A. C. Marts

"Fund Raising Developments During the Past Year"

8:00 to 8:30 Stockholders' Meeting — *Mandarin Room*

8:30 to 9:30 Board of Directors Meeting — *Mandarin Room*

Thursday, July 24th

Morning

9:00 to 10:00 Study Session

Church Directors: — *Mandarin Room*

"Church Campaigns"

Leader: G. E. Lundy

Assistant: J. W. Goodnough

Non-Church Directors:

Seminar A — *Room 1337*

"Approach to Foundations"

Leader: P. H. Younger

Secretary: J. F. McTyier

Seminar B — *Room 1333*

"Building and Directing the Organization for Special Gifts"

Leader: J. H. Duchine
Secretary: C. S. Dice

Seminar M — *Room 1344*

"The Agenda for the Opening Dinner"

Leader: A. V. McClain
Secretary: B. T. Skilling

Seminar N — *Room 1335*

"Getting Cooperation of Churches in Church-College Campaigns"

Leader: J. I. Carlson
Secretary: F. J. Coleman

Publicity Directors: — *Room 1332*

"Length of Brochures" and *"Publicity Techniques"*

Leader: J. C. Smith
Secertary: E. B. Chamberlain

10:00 to 11:00 Assembly — *West Room*

Panel — *"Coordinated Publicity"*

Moderator: L. W. Robey
Panel Members:
F. H. Robeson, J. I. Carlson, A. B. Nicholls

11:00 to 12:00 Study Session

Church Directors — second session — *Mandarin Room*

Seminar A — second session — *Room 1337*
Seminar B — second session — *Room 1333*
Seminar M — second session — *Room 1344*
Seminar N — second session — *Room 1335*
Publicity Directors — second session — *Room 1332*

Afternoon

12:00 to 1:00 Luncheon

1:00 to 2:00 Non-Church Directors:

Panel — *"Director's Use of the Survey"* — *West Room*

Panel Members: J. D. Foster, Chairman
P. C. King, P. A. Hightower, J. P. Knowles

Church Directors — third session — *Mandarin Room*

2:00 to 3:00 Church Directors — fourth session — *Mandarin Room*

Publicity Directors — third session — *Room 1332*

Seminars A and B meet for Report on Seminar A — *Room 1337*

Seminars M and N meet for Report on Seminar M — *Room 1344*

3:00 to 4:00 Assembly — *West Room*

"Essentials and Purpose of a Convocation"
Paper by M. D. Brewer

4:00 to 6:30 Recreation

Evening

6:30 to 8:00 Dinner

8:00 *"The Motion Picture as a Campaign Tool"* — *West Room*

Leader: J. C. Smith
Participating:
D. E. Young, J. H. Duchine, M. D. Brewer,
C. H. Walker, J. O. Avison, A. Lofgren

(Recent Campaign Films Will Be Shown)

THE MARTS & LUNDY TEAM — 1957



Fifth Row: Robeson, French, Dice, Philip Baird, P. W. G. Baird, Knowles, Gilligan, King, Lum, J. O. Avison.

Fourth Row: Crist, Germer.

Third Row: Lofgren, E. B. Chamberlain, Howe, Taylor, Snelgrove, Ruckert, Skilling, Cooper, Rope, Ferrene, Fred Smith, Trich, Young, Bickmore, Gale, Estes, J. D. Foster, A. E. Chamberlain, Burwell.

Second Row: Dutton, Benner, Dudley, Baldus, Duffy, Christie, Thompson, Parks, Hadcock, Herschleb, Nicholls, Goodnough, P. A. Foster, Coleman, Wilson, Walters, McTyier, Hightower.

First Row: Duchine, Carlson, Brewer, McClain, Robey, Marts, Lundy, Morgan, Younger, L. B. Avison, Richman, J. C. Smith.

Friday, July 25th

Morning

9:00 to 10:00 — Church Directors — fifth session *Mandarin Room*

Publicity Directors — fourth session *Room 1332*

Seminars A and B meet for Report on Seminar B *Room 1337*

Seminars M and N meet for Report on Seminar N *Room 1344*

10:00 to 11:00 — Assembly *West Room*

"Long Range Special Gift Approach"
Paper by A. V. McClain

11:00 to 12:00 — *"Quiz Program"* *West Room*

Moderator: L. W. Robey
Panel Members:
A. C. Marts, G. E. Lundy, T. F. Morgan,
A. V. McClain, P. H. Younger

Afternoon

12:00 to 1:00 — Photographs — To be announced

1:00 to 2:30 — Luncheon *Rutland Room*

Presiding: A. C. Marts
Address: Dr. Russell J. Humbert, *President*
DePauw University, Greencastle, Ind.

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July 1, 1957-June 30, 1958

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Youngstown Hospital Association, *Youngstown, Ohio.* Directors, J. F. McTyier, C. L. Gilligan

Some New and Continuing Campaigns and Surveys for Next Year

American Baptist Convention—Board of Education, and Christian Higher Education Campaign, *New York, N. Y.*
American Chemical Society, *Washington, D. C.*

Bates College, *Lewiston, Maine*

Children's Hospital, *Washington, D. C.*
Concord Academy, *Concord, Mass.*

Dartmouth College, *Hanover, N. H.*
DePauw University, *Greencastle, Ind.*

Elizabethtown College, *Elizabethtown, Pa.*

Fifth Avenue Baptist Church, *Huntington, W. Va.*
First Presbyterian Church, *Staunton, Va.*
Franklin & Marshall College, *Lancaster, Pa.*

Gettysburg College, *Gettysburg, Pa.*
Good Shepherd Lutheran Church, *Easton, Pa.*
Grinnell College, *Grinnell, Iowa*
Groton School, *Groton, Mass.*

Hood College, *Frederick, Md.*
Hoosick Falls Health Center, *Hoosick Falls, N. Y.*
Hope College, *Holland, Mich.*

Kenyon College, *Gambier, Ohio*

Lawrenceville School, *Lawrenceville, N. J.*
Lehigh University, *Bethlehem, Pa.*
Lincoln School, *Providence, R. I.*

Malone College, *Canton, Ohio*
Marion Institute, *Marion, Ala.*
Massachusetts General Hospital, *Boston, Mass.*
Meharry Medical College, *Nashville, Tenn.*

Nazareth Moravian Church, *Nazareth, Pa.*
New York University-Bellevue Medical Center, *New York*

Rosemary Hall, *Greenwich, Conn.*

Stetson University, *DeLand, Florida*
St. Constantine Greek Orthodox Church, *Brooklyn, N. Y.*
St. George's School, *Newport, R. I.*
St. John's Home, *Rochester, N. Y.*
St. John's Lutheran Church, *Nazareth, Pa.*

Trinity Lutheran Church, *Bangor, Pa.*

Union Junior College, *Cranford, N. J.*

Village Lutheran Church, *Bronxille, N. Y.*

Wagner College, *Staten Island, N. Y.*
Washington & Lee University, *Lexington, Va.*
Waynesboro Presbyterian Church, *Waynesboro, Va.*
Westover School, *Middlebury, Conn.*

YMCA-YWCA, *Lancaster, Ohio*
YWCA, *Youngstown, Ohio*

Notes

Code of Ethics
Marts & Lundy, Inc.

I. We will take no campaign the purpose of which we cannot approve.

II. We will take no campaign which in our best judgment is not possible of success.

III. We will direct no philanthropic campaigns on a percentage basis, for to do so would create the impression in the minds of the volunteer workers that our earnestness and zeal were for financial gain.

IV. Having taken a contract, the interests of the client must come before our own.

V. Our publicity shall be educational rather than of the ballyhoo or high pressure type.

VI. Directors shall at all times conduct themselves as Christian gentlemen careful to do nothing which will be likely to offend anyone.

VII. Directors shall give themselves whole-heartedly to the promotion of the campaign, utilizing every minute of every day in behalf of the campaign.

VIII. Campaigns should be conducted upon such a high plane that there will be three results:

1. The constituency of the institution shall become thoroughly familiar with its character, ideals and objectives;
2. The financial objective shall be reached;
3. Such good will for the institution shall be built that will result in great good in future years.



Marts & Lundy, Inc.

521 Fifth Ave.
New York 17, N. Y.

1000 Twelfth St., N.W.
Canton 1, Ohio

When and Why Should A Church Use A Fund-Raising Firm To Direct Its Campaign?

Published by

MARTS AND LUNDY, INC.

Public Relations and Fund-Raising Counsel to Churches and Colleges

521 Fifth Ave.
NEW YORK 17, N. Y.

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CANTON 2, OHIO

WHEN AND WHY SHOULD A CHURCH USE A FUND-RAISING FIRM TO DIRECT ITS CAMPAIGN?

Frequently a pastor or layman comes to us and says:

"We must raise a very sizable capital fund soon if we are to continue to do our Christian duty in this community, and I know very well that we simply don't have the know-how, nor do we have anyone in our church who can give his full time to the direction of such a campaign. I also know just as well that you people have what it takes, and I would like to engage you or some other firm to come in and direct our campaign. But some of our leaders are prejudiced against "professional campaign directors" and still more of our people just do not know or understand the great advantages that your services offer to us. Please tell me a few reasons why it should be profitable to our church to bring a fund-raising firm in. Tell me what it is that you do that we could not do ourselves."

HERE IS OUR ANSWER!

WHEN?

Many churches which are successful in carrying on their own every-member canvass, think that a capital funds program can be carried on in the same manner; but in this they are greatly mistaken, and there are several reasons why churches should use professional leadership in the promotion of their capital funds programs when the total objective is $40,000 to $50,000 or above. They are as follows:—

CAREFUL PLANNING BASED UPON BROAD EXPERIENCE

The fund-raising firm directs a campaign for a church by sending to the church an experienced, capable campaign director who makes his office for two months in a corner of the Parish House or Sunday School building and who gives his full time—12 to 16 hours a day—to all the details and technical work required to bring success in such a campaign.

What does this experienced man do in this two-month period, over and above what members and officers of the church can do?

1. He brings to the church a fund-raising plan and program that is sound and practical. This plan has been worked out by our experience during the past 30 years in directing capital fund campaigns for scores of churches. It is not a guess-work plan nor a bright idea plan. It is based upon actual experience in similar fund-raising campaigns for many churches, large and small, in all sections of the country and of many Protestant denominations.

2. This sound plan which he brings saves the time, the energy, and the tempers of the church leaders. How often have committees spent whole evenings in the tiring discussion of differences of opinions of members of the committee in regard to the plans that they should adopt? The idea of one member sounds as good as the contrary idea of another member, and both ideas may be based on theory rather than on experience.

But when the campaign committee of a church meets with a director experienced in fund-raising, they do not need to dissipate their time and their tempers in choosing between the many plans offered. They may put faith and confidence in the tested plan which the campaign director brings to their consideration and devote their whole evening to energetic action in implementing the plan.

3. The full-time experienced campaign director follows through day after day, and night after night, in carrying out the details of the whole plan.

How often has a church committee worked hard until 11 o'clock at night making plans that call for each member to follow through the next few days on a mass of detail necessary to make the plan succeed? And how often have they been disappointed by the failure of some members of that committee to carry out the details they assumed? The next day when the members of the committee get to their offices they find many business or professional duties to take care of and in the pressure of their everyday affairs, they fail to carry through some of the important details of the church program.

But the full-time campaign director is in his campaign office in the church the next morning early with a list before him of all the things that had been decided upon and he proceeds carefully and methodically to carry out each assignment that is his responsibility and to check up and help each committee member to carry out his assignments promptly and effectively. There is no lapse or lagging in handling the detail of the campaign when the full time experienced campaign director is on the job.

THE SETTING OF A PROPER FINANCIAL OBJECTIVE

One important aspect of a fund-raising campaign is that the objective should be high enough to challenge the members to sacrificial giving, and yet low enough so that it may be successfully concluded with the total amount of the objective, or at least very close to it, in hand.

If the amount of the objective set is too high and altogether beyond the financial capacity of the members to meet, a sense of frustration and discouragement is bound to develop on the part of the membership as they realize they are attempting to do something which can't be done.

On the other hand, if it is set low enough so that they do have the financial capacity to accomplish it, they will undertake it with enthusiasm, and when it has been successfully concluded, there will be a sense of satisfaction, which will be of great value to the church and to the congregation.

Marts and Lundy has developed a method of determining in advance the amount which would be a happy medium for any given church, by a careful study of the membership; and conclusions reached after that study are based upon the results of the same kind of studies for scores of churches.

Analysis of the results of campaign for 17 churches within the past few months gives the following very interesting figures:

The goals set for these churches after our study was completed totaled for all 17 churches $1,717,000.

The total amount subscribed by all 17 churches was $1,701,204.

Many of the above churches had determined in advance of the employment of Marts and Lundy upon objectives which were greatly beyond the ability of their congregations to meet. Had they gone ahead with their

campaigns without first having had this study made, the results would have been much less than they had hoped for, and the consequent reaction upon the congregation would have been serious. All of them are highly pleased with the results of their campaigns, and have received a great uplift because they were successful.

PSYCHOLOGY

Most people in planning for a fund-raising campaign think in terms of captains and teams. They have gone through many campaigns of various kinds in their communities and always there have been captains and teams. Of course this mechanical aspect of a fund-raising program is absolutely essential. A campaign cannot be successfully promoted without the cooperation of men and women who are willing to act as salesmen and bring the projected program to the attention of those from whom support is sought. But, after all, this is only one aspect of the campaign, and actually a minor one. The most important feature of a fund-raising program is its psychology. After all, people give only to institutions in which they are interested, and then only when they are activated by their emotions. No two campaigns are alike, and those campaigns succeed best which have been carefully studied from the standpoint of the psychological approach, in order that their highest emotional content may be properly developed and presented.

In answer to an inquiry from another pastor regarding the manner in which Marts and Lundy develop a church fund-raising program, a pastor said:—

"I like their philosophy of approach. They strengthen rather than weaken the spiritual life of the congregation. The service that they render is worth more than the cost of securing them."

SPIRITUAL VALUE

Many members of church boards, and even occasionally a pastor, is surprised to learn that a fund-raising campaign can become a spiritual uplift to a church; but it can, and properly handled, it does bring renewed spirituality to the members of the church for which it is carried on. Consequently, our philosophy of fund-raising is that for a church fund-raising program there must be two objectives; the first and more important of which is that the campaign should be so conducted, and upon such a high plane, that the result will be a spiritual uplift to the members of the congregation. If this is properly done, we need have no fear that the second objective, which is the financial one, will be successful.

Many pastors and board members have written to us after campaigns have been concluded in which they give expression to their appreciation of this aspect of the campaign. Here are such expressions from five recent campaigns:

"Indeed we are willing to say that there has come, as the result of the campaign, an entirely new spirit within the Church, which is most gratifying."

"The material benefits gained were excellent but certainly were of lesser value to us than the outstanding spiritual impetus given to the work of the Kingdom in this congregation. The sense of unity developed in this financial program has become for our people nothing short of a miracle."

"While your technique of testing the abilities of our people to give was truly miraculous, the spiritual uplift resulting from your leadership was undoubtedly the most important aspect of the entire campaign."

"In addition to raising a lot of money for our new building, we find that the campaign has caused a great spiritual revival in our ranks."

"There's a general feeling here that although we started out to raise some money, we ended up with uplifted spirits and a unity of minds and hearts, as well as the money."

PROPER PREPARATION

Very few people, in contemplating a church capital fund-raising program, realize the tremendous amount of preparation which must be carried on if it is to be successful. Actually, it is our opinion that at least 90% of the success of a campaign depends upon proper preparation, which includes, of course, a study of the financial capacity and willingness of the people to give; also to determine the proper psychological approach, the building of lists and their proper recording; the preparation of publicity, building of sales organizations, etc.

The pastor of a church for which we recently directed a campaign, who realized the importance of proper preparation, wrote as follows:

"The major factor in the success of a church campaign is the handling of the time schedule in accordance with a mass of detail, planning and preparation. This in itself requires a 'know how' with which certainly the average minister or layman is inexperienced. The background of experience in other churches which a professional person has not only indicates procedures which have proved themselves, but also saves from the introduction of procedures which, though appealing to some, have definitely proved themselves detrimental rather than helpful.

"Another factor which has impressed me as Minister and has also impressed our laymen who are heading up the campaign is the great amount of preparatory and preliminary work of detailed nature which is required to make the solicitation part of the campaign run smoothly. There is also the constant keeping in touch with key persons, not in any high pressure way but in practical and helpful matters of discretion and checking up."

An officer in another church at the end of a campaign, realizing the importance of preparation, said:

"The keen insight into the possibilities, the energizing of the committees, the planning of the various details, the friendly approach, and the stimulation which was given, is, in my mind, the reason that we went over the minimum goal for our campaign."

TRAINING

Of course no fund-raising program can be successful without the assistance of a large number of men and women who will present the program to those from whom it is hoped to secure the funds necessary to meet the need which exists, and the program succeeds or fails in proportion to the training which this group receives.

Unfortunately, in most campaigns which do not have professional direction, the training this group receives is very elementary. The result is that they approach their prospects almost in an apologetic manner. Most of them have the feeling that they do not like to beg money, and improperly trained, that is just what they are doing.

The most important meeting of a campaign is the one in which the sales force is trained, not to go out and beg money, but to so present the institution and its needs to their prospects that they will want to have a part in it. This is an entirely different approach with results in greater and more enthusiastic giving, and creates a sense of satisfaction in having had a part in a worthy project.

In regard to this aspect of the program, a pastor said:

"I desire to add my personal word of sincere appreciation. Not only am I delighted with the financial results attained, but I have been thrilled with the enthusiasm which the campaign brought into being among the one hundred and eighty men and women who participated in the solicitation."

FULL TIME JOB

It is perfectly clear that carrying on a fund-raising program in the manner suggested above necessitates a leader who is devoted to the things for which the church stands; who has had wide experience; who himself is a leader; and who can give it his entire time during the period of the campaign. In every church there are men who can give leadership and who are devoted, but few who have the experience necessary properly to understand the various aspects of a successful fund-raising program for a church, and almost none who are in a position to give their entire time to it.

The advantage, therefore, of professional leadership seems to us to be clearly demonstrated, because it enables a church to have the services of a man who has leadership ability as well as devotion, and back of it all, a wide experience with, and understanding of, the methods and principles which are essential for the successful promotion of a fund-raising program.

Additional copies for distribution among church leaders may be obtained, without cost, upon request to

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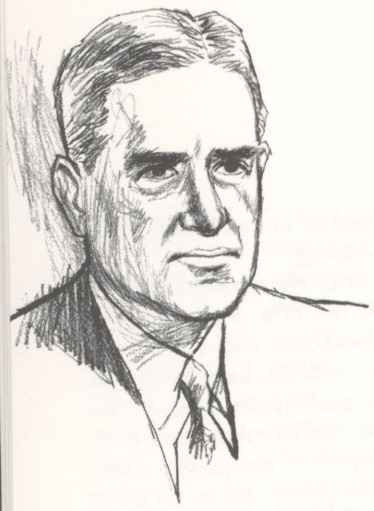
PHILANTHROPY AND FUND-RAISING

MARTS & LUNDY, Inc.

NEITHER philanthropy nor fund-raising is new to mankind. The origins of both go back thousands of years. But in recent history, especially in the United States, philanthropy and fund-raising have undergone profound changes. Philanthropy, which for century after century was synonymous with "giving to the poor" has become much more than that. Now it sustains and strengthens the basic institutions which serve all of us—not the poor alone. Philanthropy nourishes our churches, universities, colleges, independent schools, our fine arts and our health and character-building agencies—those institutions which, next to the family itself, are the most precious in our culture.

The results are impressive. According to the American Association of Fund-Raising Counsel, Americans voluntarily give upwards of $14 billion to philanthropic institutions annually, and each year the figure climbs higher. What has been responsible for this remarkable achievement — unapproached elsewhere in the world? It is not enough to say that Americans are a generous people, although of course they are, as the record clearly shows. It is not enough to say that Americans also show a remarkable willingness to work as volunteers, as they surely do. Best estimates indicate that more than 50 million Americans each year are actively engaged in fund-raising as volunteers.

What further needs to be said is that the *most successful* fund-raising today is the result of dedicated volunteer leadership in team with experienced, competent and proved professional fund-raising talent. The growing role of professional fund-raising service over the past several decades has made it possible for volunteer leadership to raise far more funds at a lower cost per dollar than ever before.



Dr. Arnaud C. Marts



George E. Lundy



Dr. Louis W. Robey

The Founders of Marts & Lundy

Much of the credit for the leadership position which Marts & Lundy holds today in the professional fund-raising field belongs to three men, Dr. Arnaud C. Marts and George E. Lundy, co-founders of the firm in 1926, and Dr. Louis W. Robey, who joined the two founders soon thereafter.

Both Dr. Marts and Mr. Lundy were part of the small group of men who, during World War I, led the nation's first nationally organized fund-raising efforts—the famed Liberty War Bond campaign and the Camp Community Service Fund. These wartime programs are generally considered to mark the emergence of the modern fund-raising profession. Through the efforts of these two pioneering fund-raisers and Dr. Robey, the late Twenties and early Thirties saw the firm develop into one of the leading organizations of its kind, a position it still holds today. All three played principal roles not only in the development of the firm itself, but also in setting the standards and in developing the techniques for the entire profession.

In addition to his professional fund-raising career, Dr. Marts has provided significant leadership in both education and government. A ten-year president of Bucknell University, he has also served on a number of college, university, and other boards, including Oberlin, Bradford Junior and Wilkes Colleges, the Woods Hole Oceanographic Institute and the American Leprosy Missions, Inc. During World War II, the Commonwealth of Pennsylvania called upon him to organize its State Council of Defense, and soon thereafter he was asked to organize the Volunteer Port Security Force of the U.S. Coast Guard, where he served with the rank of Captain.

Of Mr. Lundy's many substantial contributions, perhaps the most important has been his leadership in the areas of fund-raising research, analysis and data processing. His collection of more than 40 years of data from thousands of successful campaigns has provided Marts & Lundy and the profession

with a vast library of vital fund-raising information.

Dr. Robey has been particularly noted for his role in establishing professional standards and techniques and for the thorough training of those who have chosen to make fund-raising their careers. He is also recognized as one of the nation's leading authorities on fund-raising for denominations and religious groups.

Although all three are now retired, they retain consultative positions with the firm. Dr. Marts serves as Honorary Chairman of the Board of Directors. Mr. Lundy holds the same honorary position and is a member of the Board as well.

(Continued from Page 3)

job assignment of one, two or several well-qualified Marts & Lundy staff members, the officer's responsibility for the project is never delegated. Moreover, all of the officers periodically review and discuss the progress of all projects.

A client of Marts & Lundy pays a monthly fee for services based upon the amount of the staff member's time required by the client. The amount of the fee is unrelated to the amount of the goal or to the amount raised by the program.

The record shows that Marts & Lundy clients consistently achieve their goals and only infrequently do not. Nonetheless, like medicine and law, fund-raising is a profession in which it is impossible to guarantee results. What Marts & Lundy can promise its clients is honest service based on careful study, long experience and hard work.

Marts & Lundy Services

Marts & Lundy offers the following closely-related professional fund-raising services to its clients:

1. The Fund-Raising Survey—This is a comprehensive study designed to determine the client's readiness to move forward with a fund-raising program and a recommended plan for carrying out that program.

2. Campaign Direction—This service consists of providing resident campaign direction and management by a Marts & Lundy staff member under the close supervision of one of the firm's officers.

3. Counseling—Through counseling arrangements, the firm advises the client on action to be taken preparatory to a capital campaign. It also offers similar counseling services following a campaign so that the client may take full advantage of the success achieved and develop additional sources of giving.

4. Long-Term Development Programs—A service which guides a client in year in, year out fund-raising, including the annual fund and "deferred" giving.

5. Staffwriting and Design Services. These services involve the preparation of copy and design for printed materials to be used in connection with client fund-raising and public relations programs.

The Survey

In Marts & Lundy's experience, the fund-raising survey or study has proved to be an invaluable help to the clients in appraising their readiness to embark upon a capital campaign. The firm has conducted more than 800 such surveys, most of which have been followed by successful campaigns.

The survey enables the client and Marts & Lundy to share essential facts and conclusions, including answers to such questions as these:

Is the institution ready to embark upon a capital

campaign?

Does the constituency possess the financial potential to meet the stated needs?

Are the institution's public relations favorable to a campaign?

Are prospective donors aware of the needs?

Are the constituent leaders of the institution ready to give and to work to make the campaign a success?

And most important—

What must the institution do to secure the required funds?

To obtain the answers to these questions, Marts & Lundy first studies the institution's records—its past fund-raising performance, its management record, its summary of needs, and its appraisal of the giving potential of its constituency and other pertinent information. If the institution is a university, college or school, its standing in the educational community and the number and distribution of alumni and friends are also carefully studied.

Essential as these facts are, the most helpful information is usually obtained through a number of confidential interviews which Marts & Lundy representatives conduct with Trustees, administration and staff, key community leaders and influential constituents of the institution. These interviews reveal the strengths and weaknesses in the institution's fund-raising position which may not be readily apparent.

Following this intensive fact-finding process, Marts & Lundy officers carefully review and analyze the data, assessing them against the firm's continued experience in similar campaigns. They then prepare the study report, including specific recommendations on how best to proceed. The survey usually requires from five to six weeks for the gathering of information, and an equal period for study, analysis and preparation of the final report for presentation to the client.

Once Marts & Lundy has delivered the survey report, the institution is free to accept or reject its recommendations. There is no obligation on the part of the institution to retain Marts & Lundy for further counsel.

The Capital Campaign

The management of the "intensive campaign" is the basic Marts & Lundy service. It is this most important phase of professional fund-raising which was first pioneered by the founders of the firm over forty years ago and which has been steadily refined and improved since that time.

In the management of a capital campaign, Marts & Lundy officers assign to the client institution a full-time resident director—and perhaps one, two or several associate directors, if needed to staff the campaign. At the institution, the resident director works closely with the Trustees, the administrative head of the institution and his staff and the volunteer leaders to forge an effective campaign organization. At every critical stage of the campaign, the director offers his advice, based on his considerable experience in campaign direction. Among other responsibilities, the campaign director helps plan the selection of important campaign committees, prepares schedules, builds a prospect file, trains volunteers to make the productive solicitation calls, oversees mailings, plans meetings and major fund-raising events and prepares reports. He assumes on-the-job responsibility for the campaign direction, just as a Marts & Lundy officer assumes final supervisory responsibility for the entire project.

For this service, the client institution pays a monthly fee covering the services of the campaign director (and associate directors, if any), the required staffwriting assistance and the supervision of the Marts & Lundy officers. The client approves the budget and pays for the necessary campaign cost of printing, postage, office expense and other essential items.

Counseling

The Marts & Lundy counseling service is designed primarily as an adjunct to the capital campaign management. Most often this service consists of advising a client on how it can best bring the institution to a condition of readiness prior to a capital campaign, or how it can take full advantage of the momentum and enthusiasm developed during a capital campaign which has just been completed.

In the latter case, Marts & Lundy usually recommends a specific program to strengthen the institution's long-range development plans. Recommendations include improvements in the annual giving program, the establishment of a bequest program, or a deferred giving program, a program for the continuing solicitation of large gifts, or any combination of these.

Under such counseling arrangements, the client is responsible for carrying out the advice and recommendations agreed to by the client and the firm. The counselor, in most instances, is a Marts & Lundy officer who, through conferences and visits and by telephone and mail, recommends the steps which should be taken and evaluates the progress being made.

The fee for counseling varies according to the amount of counsel which must be provided, the distances which must be travelled, and other pertinent factors.

Staffwriting and Design Services

Because Marts & Lundy views the development of a sound fund-raising case as essential to successful campaigning, it was one of the first in its profession to create a full-time staffwriting department. This department consists of several men professionally trained in the writing, layout and design of fund-raising brochures, case studies, special presentations, supplementary booklets and leaflets, and other printed and visual materials.

The preparation of the principal campaign brochures is provided as part of the regular fee for resident direction. On counseling contracts, staffwriting services may or may not be a part of the counseling fee, depending upon the amount of service required and the terms of the counseling arrangement.

In addition, the firm also provides special writing and design services for clients on a project basis. Among such projects are annual fund materials, bequest plans and booklets, deferred giving materials, memorial gift pieces, development program statements, etc.

As with other Marts & Lundy services, an officer of the firm provides supervision for each writing and design project.

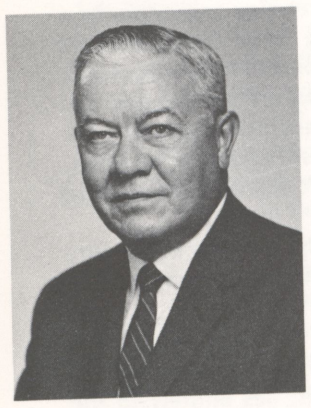
Marts & Lundy is People

The strength of Marts & Lundy, and therefore the strength that Marts & Lundy can offer its clients, lies entirely in the quality of its personnel—their integrity, their experience, their judgment, their initiative and by no means least, their ability to work well with others.

Marts & Lundy's staff, among the largest of the 26 members of the American Association of Fund-Raising Counsel, includes 50 men trained in the skills of campaign direction, surveying and evaluation, writing and layout. Behind the staff stands a Board of Directors who have had an aggregate total of 250 years of experience in fund-raising for all types of philanthropic organizations.

Because the quality of the firm's personnel so directly determines the value of Marts & Lundy to its clients, new staff members are accepted on a highly selective basis and only after careful appraisal by the officers of the applicants' qualifications.

All staff members constantly add to their professional fund-raising knowledge through formal and informal programs directed by the officers, including an annual staff conference, monthly bulletins, and frequent discussions on specific problems.



Austin V. McClain, President of Marts & Lundy, Inc., is considered to be one of the leading educational fund-raisers in the country. Associated with Marts & Lundy, Inc., since 1940, he is a graduate of The Mercersburg Academy and Washington and Jefferson College. After graduation, he was editor of the newspaper, *Homestead Messenger,* Homestead, Pennsylvania, and later was president of the Observer Publishing Company, publishers of a morning and an afternoon newspaper.

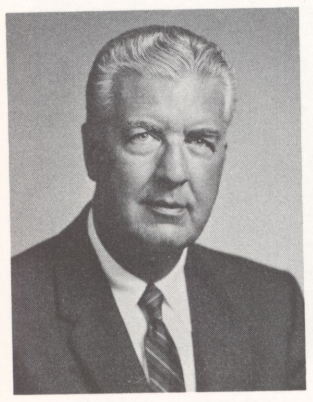
Early in his career as alumni secretary and assistant to the president at his own college, Mr. McClain organized the first alumni fund program of the college and has since become a leading authority on this phase of fund-raising activity. In addition to his regular campaign activities, he has organized successful long-range development programs for colleges and universities in the East.

A frequent public speaker and author, Mr. McClain has appeared both on the platform and in print as one of the country's most respected experts on philanthropy. Among his articles are "Stock Market Trends and Their Effect on Fund-Raising for Education," "What Happens to the Annual Fund?," "Trustees Sometimes Forget," and "Private Philanthropy and Federal Support."

For four years he served as president of the Alumni Association of The Mercersburg Academy where he won the distinguished alumni service award in 1958. He is currently president of the Mercersburg Board of Regents and in 1966 was awarded the "Class of 1932 Plaque," conferred annually by the faculty for "character, service and achievement."

Mr. McClain served two terms as president of the American Association of Fund-Raising Counsel, 1966-'68. He is an elder of the Presbyterian Church, a member of the F. & A.M., Scotch-Irish Society of the U.S., Sons of the American Revolution, Newcomen Society, the Pennsylvania Society, the Academy of Political Science, Lambda Chi Alpha, Pi Delta Epsilon, the Union League Club of New York, the Westchester Hills Golf Club, the Princeton Club and the Pomfret Club of Easton, Pennsylvania.

Mr. and Mrs. McClain make their home in White Plains, New York. They have two children, a son who was graduated from Yale University, and a daughter, a graduate of Connecticut College.



Paul H. Younger, Executive Vice President and Treasurer of Marts & Lundy, Inc., has had a long and successful record in campaign planning, direction and supervision. He is especially well-known for his work in corporate and foundation philanthropy. Since becoming associated with Marts & Lundy, Inc., he has provided professional direction and supervision for many multi-million dollar campaigns and long-term development programs.

Mr. Younger is a graduate of Allegheny College of Meadville, Pennsylvania. After his graduation he served that institution as, successively, registrar, director of admissions and assistant to the president, the post which he left to join Marts & Lundy, Inc., in 1948. He served also as consultant for Allegheny's Educational Guidance Clinic and, while in Meadville, he was a member of the boards of directors of the Meadville Public Schools and the Meadville City Hospital.

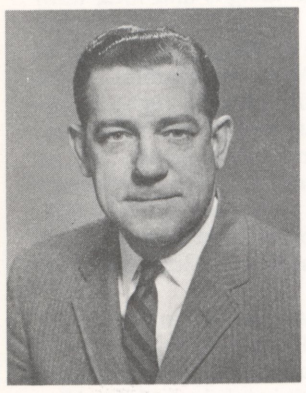
Since 1961, Mr. Younger has been a member of the Allegheny College Board of Trustees and serves on its executive committee. He is a member of the Alumni Council and in 1966 he was the recipient of the Allegheny College Alumni Medal which is awarded annually for distinguished service to the College. He

also served as a member of the Board of Trustees of the Institute for College and University Administrators.

He is the author of numerous articles on fund-raising. Among them are: "A Counseling Program for Fund-Raising," "Identifying College Giving Sources," "A New Look at Special Gift Solicitation," and "The New Trend in Corporation Giving."

Mr. Younger is a member of Phi Gamma Delta, Alpha Chi Sigma, the University Club of New York, Columbia University Club, Newcomen Society, and the Orleans Yacht Club. He is chairman of the Trustees of the Methodist Church of Eastham, Cape Cod, Massachusetts, where he and Mrs. Younger make their home.

Mr. and Mrs. Younger are the parents of two sons. One is a graduate of Amherst College and the other of DePauw University.



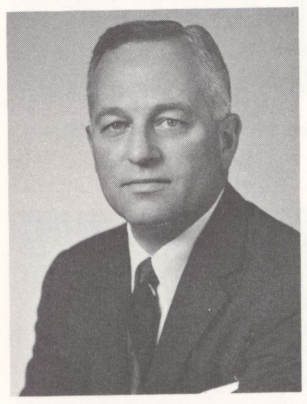
Melvin D. Brewer, Vice President and Secretary of Marts & Lundy, Inc., has had more than twenty-five years of experience in fund-raising and public relations work for educational institutions. Since joining Marts & Lundy in 1948, he has successfully directed several of the largest national campaigns in contemporary fund-raising.

Mr. Brewer is a graduate of Washington and Jefferson College in Washington, Pennsylvania, where he served as alumni secretary, director of admissions and dean of freshmen from 1937 to 1944. After service in the Naval Reserve in 1944-46, he returned to Washington and Jefferson as assistant to the president for two years before entering the fund-raising profession.

He is a member of Phi Kappa Psi social fraternity and the Union League Club of New York. He is a Life Trustee of Washington and Jefferson College, and a

member of the executive committee of the National Society for the Prevention of Blindness, Inc.

Mr. and Mrs. Brewer live in Stamford, Connecticut. Their son is a graduate of Washington and Jefferson College; their two daughters studied at Centenary College, Hackettstown, N. J. One, now married, was graduated from American University in Washington, D.C.; and the second is a graduate of Colby College, Maine.



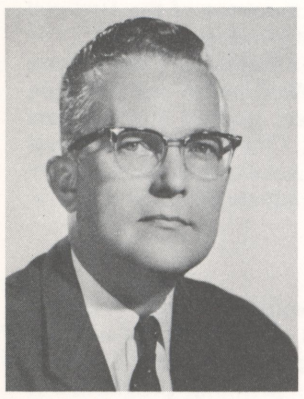
Herbert C. Richman, Vice President of Marts & Lundy, Inc., has achieved national prominence as a fund-raiser during 25 years of experience in the direction of capital funds and estate planning programs for colleges and denominational groups.

Mr. Richman was graduated from Rutgers University in New Brunswick, N. J. in 1936 and took graduate work at the University of Pennsylvania. He volunteered for service in the Army in 1940 and served as a captain of an anti-aircraft artillery unit in the European Theatre of Operations.

He has served as a member of the Rutgers Alumni Fund Council, as treasurer of the Central Baptist Church, Woodbury, New Jersey, and a volunteer in the Burlington County, New Jersey, United Fund Program.

He is currently a member of the University Club of New York and of the Colony Club and the Country Club in Medford Lakes, New Jersey. He is a member of the Cathedral in the Woods congregation.

Mr. and Mrs. Richman make their home in Medford Lakes, New Jersey. They have two daughters. One, now married, attended Kalamazoo College, Kalamazoo, Michigan and the Drexel Institute of Technology in Philadelphia. The other is attending Dean Junior College in Franklin, Massachusetts.



Tozier Brown, Vice President of Marts & Lundy, Inc., has come to national prominence as a director of campaigns for medical centers, hospitals and denominational groups.

Mr. Brown is a graduate of the University of Denver and received his LL.B. from Cornell University, where he served as editor-in-chief of the Cornell Law *Quarterly*. Before joining Marts & Lundy he was assistant general counsel for the Reuben H. Donnelley Corporation.

He is a former national president of Lambda Chi Alpha fraternity, a member of the executive committee of the National Interfraternity Conference, and served as chairman of the Public Relations Committee of the NIC.

Mr. and Mrs. Brown make their home in Medford Lakes, New Jersey.

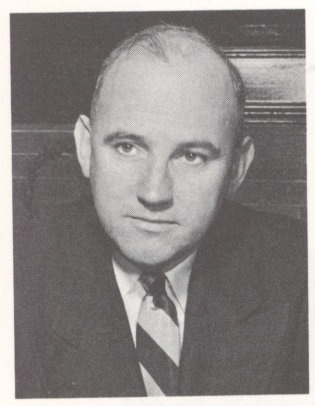


John I. Carlson, Vice President of Marts & Lundy, Inc., has had a wide variety of experience in directing campaigns for colleges, independent schools, medical centers and hospitals, law schools and denominational groups.

Mr. Carlson is a graduate of Ohio State University and did graduate work at both Western Reserve University and Columbia University. He was a college professor for five years prior to joining Marts & Lundy.

He is a member of Beta Theta Pi social fraternity, Sphinx, The Church Club of New York, The Advertising Club of New York and a director and former president of the American Miniature Schnauzer Club.

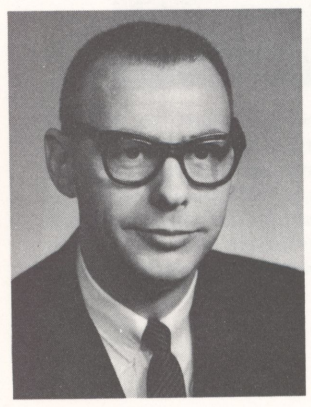
Mr. and Mrs. Carlson make their home in the Berkshires in Monterey, Massachusetts. As a hobby, they exhibit their prize-winning show dogs.



James H. Duchine, Vice President of Marts & Lundy, Inc., has had more than 25 years of experience in fund-raising for schools, colleges, churches and denominational groups. In the course of his career he has directed and supervised some of the largest campaigns in the country, specializing in the planning and conducting of college and university convocations which have attracted nation-wide attention.

Born in Elmira, New York, Mr. Duchine is a graduate of Bucknell University. During World War II, on leave of absence from Marts & Lundy, he served in the U.S. Army Air Force. He is a member of Delta Upsilon social fraternity and the Bethlehem Club of Bethlehem, Pennsylvania.

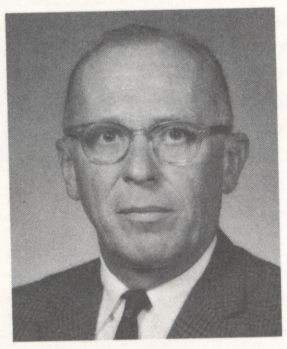
Mr. and Mrs. Duchine make their home in Hollywood, Florida.



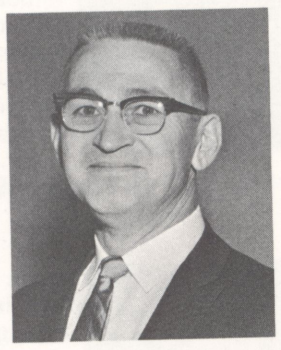
Frank H. Robeson, Vice President of Marts & Lundy, Inc., has spent his entire career in the field of fund-raising, with particular specialization in the area of case development, publications and publicity. Since joining Marts & Lundy, he has supervised the preparation of case materials and special studies for more than 400 capital fund-raising programs.

Mr. Robeson was graduated from the University of Missouri School of Journalism after service in the Naval Air Reserve. Before joining Marts & Lundy, he worked on fund-raising programs for Wake Forest College and the American Baptist Convention.

He is a member of the Columbia University Club of New York, and makes his home with his wife and four children in White Plains, N. Y., where he is active in public school affairs and as president of the White Plains Child Day Care Association.



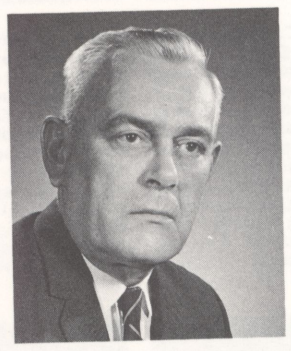
J. Wiley Christie, Jr.—Born: Philadelphia, Pennsylvania. Education: University of Pennsylvania, Harvard Business School. Held sales administration posts with various leading manufacturers. Joined Marts & Lundy staff following World War II service as U. S. Naval officer. Residence: Berwyn, Pennsylvania.



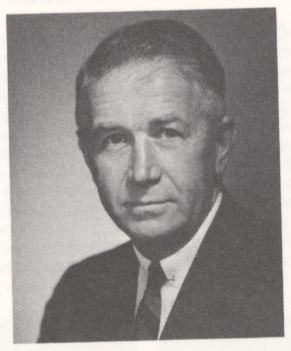
Charles S. Dice—Born: Milheim, Pennsylvania. Education: Bucknell University, Albright College and graduate work at the University of Pittsburgh. Served as teacher in several Pennsylvania schools before joining the staff of Marts & Lundy. Residence: Riverside, Rhode Island.

Board of Directors

(All Officers and the following:)



William C. French—Born: Middlebush, N. J. Education: Vermont Academy and Franklin and Marshall College. Alumni secretary and director of college development at Franklin and Marshall College. Former member of Board of Trustees, Vermont Academy. Residence: Lancaster, Pa.



G. Wallace Ruckert—Born: New York, N.Y. Education: Princeton University and New York University. Engaged in industrial sales work. Served as Lieutenant Colonel, U.S. Army, World War II. Active in church and college fund-raising field before joining Marts & Lundy. Residence: Eastham, Mass.



Harold C. Algyer
Born: Tracy, Minnesota. Education: Beloit College, University of Minnesota. Early experience in fund-raising for both his church and his college. Before joining Marts & Lundy he had intensive experience in radio newswriting and advertising. Residence: Plainview, N. Y.



J. Shober Barr
Born: Lancaster, Pennsylvania. Education: Franklin & Marshall College, Columbia University. Member of faculty and administrative staff at Franklin & Marshall prior to joining Marts & Lundy. Adviser to Minister of Education in Afghanistan. Residence: Lancaster, Pennsylvania.



John C. Bockius
Born: Cleveland, Ohio. Education: University of Delaware, Dickinson Law School. Served as fund-raising and executive director of the National Presbyterian Church Center, Washington, D. C., before joining Marts & Lundy. Residence: Newark, Delaware.



Howard R. Braren
Born: Hollis, N. Y. Education: Wagner College, N.Y.U. Graduate School of Business, Columbia University Teachers College. Began fund-raising experience on staff of Wagner College where responsibilities included alumni, church and public relations. Residence: Hasbrouck Heights, N. J.



Thomas V. Brennan
Born: Newark, New Jersey. Education: Seton Hall University. Early experience in fund-raising as a consultant in capital fund drives for churches, schools and hospitals. Former member of Newark, New Jersey, Board of Assessments. Residence: Spring Lake, New Jersey.



William I. Brockman
Born: Columbia, South Carolina. Education: University of South Carolina, University of Colorado. Before joining Marts & Lundy, taught in public schools of Anchorage, Alaska, then director of the Business and Professional Division of the United Hospital Fund of New York. Residence: New York, N.Y.



C. Wellman Brown
Born: Sandusky, Ohio. Education: Colgate University, University of Buffalo. Early experience in fund-raising for his college. Before Joining Marts & Lundy served as a management consultant to higher education and industry. Residence: Madison, New Jersey.



Wynn Bussmann
Born: Brooklyn, N. Y. Education: Union College, Schenectady, N.Y., Princeton University. Wide experience in advertising and public relations. Served with leading market research company and large advertising agency prior to joining Marts & Lundy staff. Residence: New York, N. Y.



John A. Camph
Born: New York, N. Y. Education: Dartmouth College. Came to Marts & Lundy from the magazine publishing field, having served as Advertising Director of "House & Garden" for 13 years prior to joining the firm. Residence: Chappaqua, New York.



Joseph S. Carr
Born: Cedar Rapids, Iowa. Education: University of Maryland. Fund-raising experience as director, Greater University of Maryland Fund and as director, public relations and development, Phelps Memorial Hospital, North Tarrytown, N. Y. Residence: Yorktown Heights, N. Y.



Frank J. Coleman
Born: Loudon, New Hampshire. Education: Gordon College of Theology, Yale Divinity School. Served for nineteen years as pastor of various Baptist churches in New England area. Has been active in wide variety of community and fraternal activities. Residence: Providence, Rhode Island.



Harold E. DeMun
Born: Toledo, Ohio. Education: Miami University (Ohio), University of Maryland and University of Illinois. Entered college teaching, then held creative and administrative posiions in public relations and advertising firms. Active in civic fund-raising before joining Marts & Lundy. Residence: Rapid City, Mich.



Michael C. Elliott, Jr.
Born: Orange, Texas. Education: Shurtleff College, Northwestern University. Directed campaigns for American Cancer Society, Leukemia Society in N. Y., among others, before joining Marts & Lundy. Residence: Glen Ridge, N. J.



Otto W. Ferrene
Born: Chattanooga, Tenn. Education: Presbyterian College (S.C.), Furman and Alabama Universities. Moved from teaching field into college administrative and development work, holding positions of academic dean, development officer and vice president. Residence: Maxton, N. C.



Bruce G. Freeman
Born: Perth Amboy, N.J. Education: Rutgers University, New Brunswick Theological Seminary. Before joining Marts & Lundy was active in college administration and development work. Served as an area counselor for The Fifty Million Fund Campaign for the United Presbyterian Church, U. S. A. Residence: Saratoga Springs, N.Y.



William J. Gardner
Born: Fall River, Mass. Education: Rhode Island School of Design. Art director of several advertising agencies. Before joining Marts & Lundy, specialized in freelance graphic design of brochures with emphasis on the school, college and institutional fields. Residence: East Providence, R. I.



E. Burr Gibson
Born: Plainfield, New Hampshire. Education: Syracuse University. Prior to joining Marts & Lundy, served the National Foundation in various capacities including that of national director of fund-raising for the March of Dimes. Active in Presbyterian Church work. Residence: Metuchen, N. J.



Crawford L. Gilligan
Born: New York, N. Y. Served as member of Dartmouth College staff and as investment counselor before entering fund-raising profession in Texas. Director of development, American Leprosy Mission prior to joining Marts & Lundy. Residence: Shamrock, Texas.



Andrew Jackson
Born: Oshkosh, Wisconsin. Education: Wesleyan University. From field of industrial public relations, moved into institutional publicity and fund-raising work. Entered professional fund-raising field as development officer for Albany Medical College and Hospital. Residence: New York, N. Y.



John F. Jefferson
Born: Annapolis, Maryland. Education: Franklin and Marshall College, General Theological Seminary. Fund-raising experience prior to joining Marts & Lundy was as director of the Business and Professional Division of the United Hospital Fund of New York. Residence: New York, N. Y.



Arthur H. Lofgren
Born: Brooklyn, N. Y. Education: Columbia University. Varied public relations experience before joining Marts & Lundy. Active in denominational laymen's work. Former member, General Board of the National Council of Churches. Residence: Troy, N. Y.



George E. T. Lum
Born: Chatham, N. J. Education: American Institute of Banking, New York University. Early experience with the New York Stock Exchange and export business in Europe. Served as staff officer U.S.M.S. during World War II. Active in Community Chest and church fund-raising before joining Marts & Lundy. Residence: Andover, N. J.



John H. McCain
Born: Portland, Maine. Education: University of Michigan. Prior to joining Marts & Lundy administered an extensive program of scholarship and research grants as director of educational relations for the Borden Company and as vice president of the Borden Foundation. Residence: New York, N. Y.



Clyde W. Meredith
Born: Marion, Indiana. Education: Houghton College, Winona Lake School of Theology. Wide experience in religious education and college development work, specializing in solicitation of corporate funds for private and church related institutions. Residence: Jackson, Miss.



Edward I. Metcalf
Born: Oberlin, Ohio. Education: Amherst College. During World War II served in the European theatre as aerial gunner. Wide background in industrial public relations. Before joining Marts & Lundy was account and copy director for public relations firm. Residence: Brooklyn, N. Y.



James Millar
Born: Boston, Massachusetts. Education: St. Paul's School. During World War II, served on active duty in the North Atlantic and later spent sixteen years in the organized Naval Reserve. Experience in industrial and business meeting planning and management liaison. Residence: South Yarmouth, Mass.



Homer G. Page
Born: Oakland, California. Education: University of California, New Bauhaus School, Chicago. His work as a writer has appeared in numerous national and specialized magazines and has taken him to more than fifty countries. Author of "Puerto Rico: The Quiet Revolution." Residence: Cornwall Bridge, Conn.



Gene Pendleton
Born: Jefferson City, Missouri. Education: University of Missouri, Temple College. Broad experience in church and institutional fund-raising. Immediately prior to joining Marts & Lundy served as assistant state director of United Cerebral Palsy of Missouri. Residence: Garden City, New York.



O. A. Pendleton
Born: Washington, D.C. Education: Union College, Eastern Baptist Theological Seminary, Columbia University, University of Pennsylvania. Dean of Sioux Falls College, Sioux Falls, S. D. Entered fund-raising profession following World War II. Residence: Westwood, Mass.



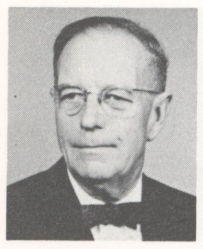
William L. Prince, II
Born: Boston, Mass. Education: University of New Hampshire. Served with American Red Cross in the European Theatre during World War II. Obtained background in fund-raising while serving in university alumni and development office positions before joining Marts & Lundy. Residence: Durham, N. H.



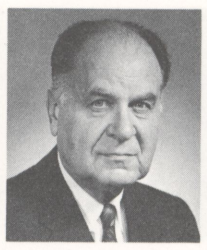
William S. Rowling
Born: Detroit, Michigan. Education: The College of Wooster, McCormick Theological Seminary. An ordained Presbyterian minister, he came into fund-raising through service as an area counselor for The Fifty Million Fund Campaign for the United Presbyterian Church, U.S.A. Residence: E. Greenwich, Rhode Island.



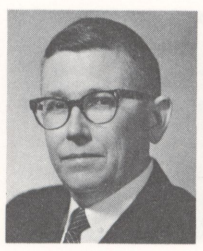
Robert B. St. Lawrence
Born: Hendersonville, N. C. Early career in radio and television. Held fund-raising positions with American Cancer Society and as professional counsel for preparatory schools before joining Marts & Lundy. Residence: Greenwich, Conn.



Bayard T. Skilling
Born: Philadelphia, Pennsylvania. Education: public schools of Delaware County, Pennsylvania. District engineer, Eastern Paving Brick Manufacturers Association; director, Red Cross War Fund, Chester and Philadelphia, 1943-1945. Joined Marts & Lundy staff in 1945. Residence: Asbury Park, N. J.



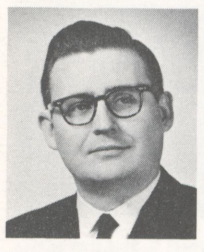
Joseph C. Smith
Born: Skowhegan, Maine. Education: Sidwell Friends School, Colby College and Harvard University. For eighteen years prior to joining Marts & Lundy he served Colby College as director of publicity and now is a member of its Board of Trustees. Past president, District I ACPRA. Residence, South Portland, Maine.



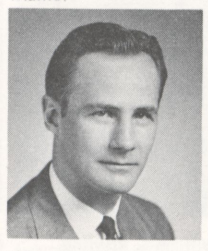
Richard W. Smith
Born: Salem, Ohio. Education: John Hopkins University, American University. Wide background in industrial and educational writing. Author of several books and a number of articles. Before joining Marts & Lundy, served as writer-editor of publications at ACPRA. Residence: Timonium, Maryland.



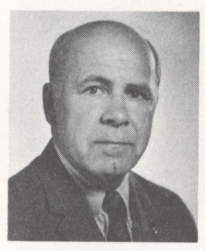
John C. Stahle
Born: Gettysburg, Pennsylvania. Education: Gettysburg College, United States Military Academy. Early career as army officer and teacher. First fund-raising experience as volunteer organizer for church, community and college campaigns. Residence: Gettysburg, Pennsylvania.



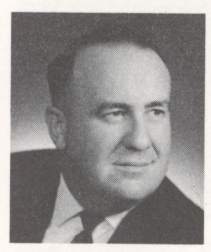
Harry L. Staley
Born: Kansas City, Kansas. Education: Bucknell University, New York University. Served in the personnel and industrial relations fields and as editor of United States Golf Assoc. Journal. Active attorney before joining Marts & Lundy. Residence: Scarsdale, N. Y.



John E. Taylor
Born: Edgewater, New Jersey. Education: Colleges of Public Relations and Business Administration, Boston University; N.Y.U. College of Commerce. Served in sales and public relations capacities for industry before entering professional fund-raising field. Residence: Astoria, N. Y.



Theodore Wachs, Jr.
Born: Chicago, Ill. Education: Dartmouth College. Author of several books and magazine articles. Before joining Marts & Lundy was an editor-writer of textbooks and teaching materials for new courses at Famous Writer's School in Westport, Connecticut. Residence: Wilton, Connecticut.



Ralph D. Wolfe
Born: Lebanon, Pennsylvania. Education: Rutgers University, Eastern Baptist Theological Seminary. Active in church work in Pennsylvania and New Jersey for seventeen years. Also served as executive officer, U. S. Army Reserve Group 10, Philadelphia. Residence. Reading, Pennsylvania.

SOME REPRESENTATIVE MARTS & LUNDY CLIENTS

COLLEGES AND UNIVERSITIES

The following institutions and agencies are representative of the more than 2,600 clients which Marts & Lundy has served since its inception in 1926. Services have included the direction of campaigns, fund-raising surveys, and fund-raising counseling. The number following a name indicates those clients served more than once.

COLLEGES AND UNIVERSITIES

Agnes Scott College, Decatur, Ga.
Albright College (3), Reading, Pa.
Alderson-Broaddus College (2), Philippi, W. Va.
Alfred University, Alfred, N. Y.
Allegheny College, Meadville, Pa.
American Baptist New Development Program, (campaign for 32 colleges), Philadelphia, Pa.
Anderson College, Anderson, Ind.
Atlantic Christian College, Wilson, N. C.
Augustana College, Rock Island, Ill.
Averett College, Danville, Va.
Bates College, Lewiston, Maine
Beloit College, Beloit, Wis.
Bennett College, Milbrook, N. Y.
Birmingham-Southern College, Birmingham, Ala.
Bloomfield College, Bloomfield, N. J.
Bradford Junior College (3), Bradford, Mass.
Bridgewater College, Bridgewater, Va.
Brown University (2), Providence, R. I.
Bucknell University (8), Lewisburg, Pa.



Panelists taking part in one of the symposia of the Lehigh University Centennial Convocation are (l. to r.): Dr. William G. Pollard, Executive Director of the Oak Ridge Institute of Nuclear Studies; Roger M. Blough, Chairman of the Board and Chief Executive Officer of the United States Steel Corporation; Dr. Arthur H. Dean, attorney, former U.S. ambassador, adviser to government agencies; Dr. Edward Teller, Associate Director at the University of California Radiation Laboratory. This convocation, which featured a score of the world's most outstanding educators, statesmen, civic and business figures, attracted an aggregate attendance of more than 15,000.

Butler University, Indianapolis, Ind.
Case Institute of Technology (2), Cleveland, Ohio
Cazenovia College, Cazenovia, N. Y.
CHEC (American Baptist Board of Education—includes 39 colleges and seminaries) Valley Forge, Pa.
Coe College, Cedar Rapids, Iowa
Colby College (3), Waterville, Maine
Colby Junior College (2), New London, N. H.
College of Wooster (3), Wooster, Ohio
Converse College, Spartanburg, S. C.
Cooper Union, New York, N. Y.
Cornell College, Mount Vernon, Iowa
Cornell University, Ithaca, N. Y.
Dartmouth College, Hanover, N. H.
Davidson College (3), Davidson, N. C.
Denison University (3), Granville, Ohio
DePauw University (2), Greencastle, Ind.
Detroit College of Law, Detroit, Mich.
Dickinson College (2), Carlisle, Pa.
Dillard University, New Orleans, La.
Drexel Institute of Technology, Philadelphia, Pa.
Earlham College (4), Richmond, Ind.
Eastern Pilgrim College, Allentown, Pa.
Elizabethtown College (3), Elizabethtown, Pa.
Eureka College, Eureka, Ill.
Fairleigh-Dickinson University, Rutherford, N. J.
Florida Southern College, Lakeland, Fla.
Franklin College, Franklin, Ind.
Franklin and Marshall College (3), Lancaster, Pa.
Gardner-Webb College (2), Boiling Springs, N. C.
Gettysburg College, Gettysburg, Pa.
Grinnell College (2), Grinnell, Iowa
Guilford College (2), Guilford, N. C.
Hamilton College (2), Clinton, N. Y.
Hastings College (3), Hastings, Nebr.
Heidelberg College (2), Tiffin, Ohio
Hobart and William Smith Colleges (2), Geneva, N. Y.
Hood College (3), Frederick, Md.
Hope College, Holland, Mich.
Inter-American University, San German, Puerto Rico
Iowa Wesleyan University, Mount Pleasant, Iowa
Ithaca College, Ithaca, N. Y.
John Carroll University, Cleveland, Ohio
Johnson C. Smith University, Charlotte, N. C.
Kalamazoo College, Kalamazoo, Mich.
Kenyon College (2), Gambier, Ohio
Keuka College, Keuka, N. Y.
Knoxville College, Knoxville, Tenn.
Lafayette College (4), Easton, Pa.
Lake Erie College, Painesville, Ohio
Lake Forest College, Lake Forest, Ill.
Lasell Junior College, Auburndale, Mass.
Lebanon Valley College (2), Annville, Pa.
Lehigh University (4), Bethlehem, Pa.
Lincoln Memorial University, Harrogate, Tenn.
Lycoming College, Williamsport, Pa.
Manchester College (2), North Manchester, Ind.
Marietta College, Marietta, Ohio
Maryland Institute College of Art, The, Baltimore, Md.
Marymount College, Tarrytown, N. Y.
Massachusetts Institute of Technology (5), Cambridge, Mass.
Meharry Medical College, Nashville, Tenn.
Merrimack College, North Andover, Mass.
Mills College of Education, New York, N. Y.
Millsaps College, Jackson, Miss.
Milwaukee School of Engineering (2), Milwaukee, Wis.
Mitchell College, Statesville, N. C.
Monmouth College, Monmouth, Ill.
Monmouth Junior College, Long Branch, N. J.
Moravian College (3), Bethlehem, Pa.
Morris Harvey College, Charleston, W. Va.
Mount Union College (3), Alliance, Ohio
Muskingum College, New Concord, Ohio
Oberlin College (2), Oberlin, Ohio
Ohio College of Applied Science, Cincinnati, Ohio
Ohio Northern University, Ada, Ohio
Ohio Wesleyan University (2), Delaware, Ohio
Otterbein College (2), Westerville, Ohio

Peace College (3), Raleigh, N. C.
Philadelphia College of Textiles and Science, Philadelphia, Pa.
Polytechnic Institute of Brooklyn, The, Brooklyn, N. Y.
Presbyterian College, Clinton, N. C.
Presbyterian Junior College, Maxton, N. C.
Reed College, Portland, Oregon
Rensselaer Polytechnic Institute, East Windsor Hill, Conn.
Rhode Island School of Design, Providence, R. I.
Ripon College (2), Ripon, Wisconsin
Roanoke College (4), Salem, Va.
Rockford College, Rockford, Ill.
Roger Williams College, Providence, R. I.
Rose Polytechnic Institute, Terre Haute, Ind.
Rutgers University, New Brunswick, N. J.
Sacred Heart College, Belmont, N. C.
Saint John's University, Collegeville, Minn.
St. Lawrence University (2), Canton, N. Y.
Saint Martin's College, Olympia, Wash.
St. Olaf College, Northfield, Minn.
Sarah Lawrence College (2), Bronxville, N. Y.
Seton Hill College, Greensburg, Pa.
Southwestern College, Winfield, Kans.
Stephens College, Columbia, Mo.
Stetson University, Deland, Fla.
Stevens Institute of Technology (2), Hoboken, N. J.
Sullins College, Bristol, Va.
Sweet Briar College, Sweet Briar, Va.
Thiel College, Greenville, Pa.
Transylvania College, Lexington, Ky.
Trinity College (3), Hartford, Conn.
Trinity College, Washington, D. C.
Trinity University, San Antonio, Texas
Tusculum College, Tusculum, Tenn.
Union Junior College, Cranford, N. J.
United Negro College Fund (2) (32 colleges), New York, N. Y.
University College of the West Indies, Kingston, Jamaica, B. W. I.
University of Bridgeport (2), Bridgeport, Conn.
University of Buffalo, Buffalo, N. Y.
University of Chattanooga, Chattanooga, Tenn.
University of Detroit, Detroit, Mich.
University of New Hampshire, Durham, N. H.
University of Redlands, Redlands, Calif.
University of Richmond, Richmond, Va.
University of South Carolina, Florence, S. C.
Upsala College, East Orange, N. J.
Urbana College, Urbana, Ohio
Utica College, Utica, N. Y.
Wagner College (4), Staten Island, N. Y.
Washburn University of Topeka (2), Topeka, Kans.
Washington College, Chestertown, Md.
Washington and Jefferson College (4), Washington, Pa.
Washington and Lee University, Lexington, Ky.
Wayne State University, Detroit, Mich.
Wells College, Aurora, N. Y.
Westbrook Junior College, Portland, Maine
Western Maryland College, Westminster, Md.
Westminster College, Fulton, Mo.
Wheelock College, Boston, Mass.
Wilkes College, Wilkes-Barre, Pa.
William and Mary, College of, Williamsburg, Va.
Williams College, Williamstown, Mass.
Wilson College, Chambersburg, Pa.
Wittenberg University, Springfield, Ohio
Wofford College, Spartanburg, S. C.
Worcester Polytechnic Institute, Worcester, Mass.
Yale Law School, New Haven, Conn.
Yankton College, Yankton, S. Dak.

INDEPENDENT SCHOOLS

Agnes Irwin School, The, Rosemont, Pa.
Allen-Stevenson School, The, New York, N. Y.
Avon Old Farms School, Avon, Conn.
Baldwin School, Bryn Mawr, Pa.
Barstow School, Kansas City, Mo.
Beaver Country Day School, Chestnut Hill, Mass.
Bridgton Academy, North Bridgton, Maine
Brimmer and May School, Chestnut Hill, Mass.
Brookwood School, Manchester, Mass.

Buckley Country Day School (2), Roslyn, N. Y.
Buckley School, New York, N. Y.
Canterbury School, New Milford, Conn.
Cathedral School of Saint Mary, The,
Garden City, N. Y.
Chapin School, New York, N. Y.
Cincinnati Country Day School, Cincinnati, Ohio
College Preparatory School, The, (2),
Cincinnati, Ohio
Collegiate School, New York, N.Y.
Concord Academy, Concord, Mass.
Convent of the Sacred Heart, Noroton, Conn.
Country School, Easton, Md.
Cranbrook School, Bloomfield Hills, Mich.
Cushing Academy, Ashburnham, Mass.
Dana Hall School (2), Wellesley, Mass.
Day-Prospect Hill School, The, New Haven, Conn.
Detroit Country Day School, Birmingham, Mich.
Dwight School, Englewood, N. J.
Emma Willard School, Troy, N. Y.
Episcopal High School, Alexandria, Va.
Ethel Walker School, Simsbury, Conn.
Friends Academy, Locust Valley, N. Y.
Friends School, Wilmington, Del.
Garrison Forest School (2), Garrison, Md.
George School, Bucks County, Pa.
Germantown Academy, Germantown, Pa.
Gilman School, Baltimore, Md.
Gordon School, The, (2), East Providence, R. I.
Governor Dummer Academy, South Byfield, Mass.
Green Vale School, Glen Head, N. Y.
Greenwich Academy, Greenwich, Conn.
Greenwich Country Day School,
Greenwich, Conn.
Groton School (2), Groton, Mass.
Gunnery, The, (2), Washington, Conn.
Hackley School, Tarrytown, N. Y.
Hamden Country Day School, Hamden, Conn.
Haverford School, The, Haverford, Pa.
Hebron Academy, Hebron, Maine
Hill School, The, (2), Pottstown, Pa.
Holderness School, Plymouth, N. H.
Holton-Arms School, Washington, D. C.
Horace Mann School, New York, N. Y.
Hotchkiss School, The, Lakeville, Conn.
Kent School, Kent, Conn.
Kent Hills School, Kent Hills, Maine
Kingswood School (2), West Hartford, Conn.
Kiskiminetas Springs School, Saltsburg, Pa.
Lake Forest Country Day School,
Lake Forest, Ill.
La Lumiere School, La Porte, Ind.
Landon School, The, (2), Bethesda, Md.
Lawrenceville School, The, (2),
Lawrenceville, N. J.
Leland and Gray Seminary, Townshend, Vt.
Lincoln School (2), Providence, R. I.
Linden Hall, Lititz, Pa.
Loomis Institute, The, Windsor, Conn.
Louisville Country Day School, The,
Louisville, Ky.
Mary Institute (2), St. Louis, Mo.
Milton Academy (2), Milton, Mass.
Monson Academy, Monson, Mass.
Montclair Academy (2), Montclair, N. J.
Morgan Park Academy, Chicago, Ill.
Morristown School, Morristown, N. J.
Moses Brown School, Providence, R. I.
National Cathedral School, Washington, D. C.
Nightingale-Bamford School, The
New York, N. Y.
North Country School, Lake Placid, N. Y.
Northfield and Mount Hermon Schools, The, (3)
East Northfield, Mass.
North Shore Country Day School, Winnetka, Ill.
Northwood School, Lake Placid, N. Y.
Oak Ridge Military Institute, Oak Ridge, N. C.
Oakwood School, Poughkeepsie, N. Y.
Oxford School (2), Hartford, Conn.
Park School, Indianapolis, Ind.
Peddie School, The, (2), Hightstown, N. J.
Pingree School, The, South Hamilton, Mass.
Portsmouth Priory School, Portsmouth, R. I.
Potomac School, McLean, Va.
Powhatan School, Boyce, Va.

Providence Country Day School, The,
Providence, R. I.
Putney School, Putney, Vt.
Randolph-Macon Academy, Front Royal, Va.
Roland Park Country School, Baltimore, Md.
Rosemary Hall (2), Greenwich, Conn.
St. Albans School (2), Washington, D. C.
St. Andrew's School, West Barrington, R. I.
Saint David's School, New York, N. Y.
St. Dunstan's School, Providence, R. I.
St. George's School (2), Newport, R. I.
St. Louis Country Day School, St. Louis, Mo.
Saint Margaret's School, Waterbury, Conn.
St. Mark's School, Southborough, Mass.
Saint Mary's Academy, South Bend, Ind.
Saint Peter's School, Peekskill, N. Y.
St. Timothy's School, Stevenson, Md.
Salisbury School (2), Salisbury, Conn.
Sayre School, Lexington, Ky.
Shady Hill School, Cambridge, Mass.
Shady Side Academy, Pittsburgh, Pa.
Shattuck School, Faribault, Minn.
Sheridan School, The, Washington, D. C.
Shipley School, The, (2), Bryn Mawr, Pa.
Shore Country Day School (2), Beverly, Mass.
Sidwell Friends School, Washington, D. C.
Suffield Academy, Suffield, Conn.
Tabor Academy, Marion, Mass.
Taft School, Watertown, Conn.
Thornton Academy, Saco, Maine
Three School Development Foundation
(Dwight, Englewood School for Boys,
Elisabeth Morrow), Englewood, N. J.
Tower School, The, Marblehead, Mass.
Trinity School, New York, N. Y.
Watkinson School, Hartford, Conn.
Wayland Academy, Beaver Dam, Wis.
Western Reserve Academy, Hudson, Ohio
Westminster Christian School, Miami, Fla.
Westminster Schools (4), Atlanta, Ga.
Westover School, Middlebury, Conn.
Wheeler School, The Mary C. (2), Providence, R. I.
Williston Academy, Easthampton, Mass.
Winchester-Thurston School, Pittsburgh, Pa.
Winsor School, Boston, Mass.
Woodberry Forest School, Woodberry Forest, Va.
Wooster School, Danbury, Conn.
York Country Day School (2), York, Pa.



An artist's conception of the new William Hale Harkness Medical Research Building as seen from 70th Street and York Avenue, New York, N.Y. More than 200 laboratories will be housed in the new portion of the building which in this sketch rises between the existing wings in the foreground and the tower structure. The addition is one objective of the $60 million New York Hospital–Cornell Medical Center Fund for Medical Progress.

SEMINARIES

Andover-Newton Theological Seminary (2), Newton Centre, Mass.
Auburn Theological Seminary, Auburn, N. Y.
Bangor Theological Seminary, Bangor, Maine
Baptist Missionary Training School, Chicago, Ill.
Berkeley Baptist Divinity School, Berkeley, Calif.
Berkeley Divinity School, New Haven, Conn.
Chicago Theological Seminary, Chicago, Ill.
Christian Theological Seminary, Indianapolis, Ind.
Colgate-Rochester Divinity School, Rochester, N. Y.
College of the Bible, Lexington, Ky.
Crozer Theological Seminary, Chester, Pa.
Eastern Baptist Theological Seminary and College (2), Philadelphia, Pa.
Lancaster Theological Seminary, Lancaster, Pa.
Nyack Missionary College, Nyack, N. Y.
Princeton Theological Seminary, Princeton, N. J.
Union Theological Seminary, Richmond, Va.

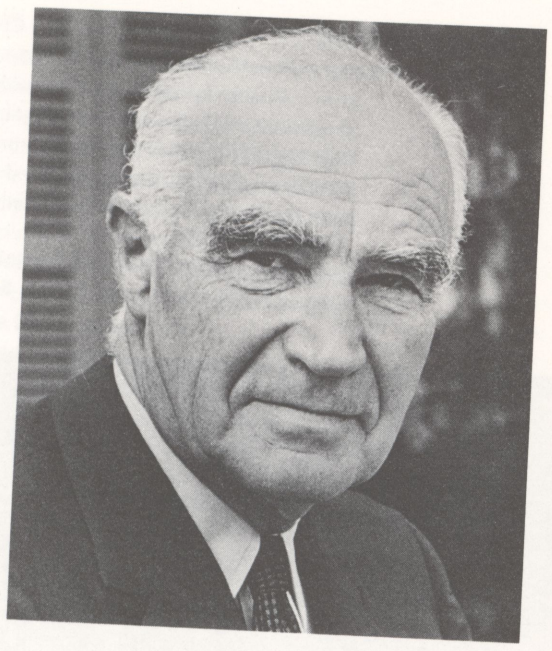
HOSPITALS, MEDICAL CENTERS, HOMES

John D. Archbold Memorial Hospital, Thomasville, Ga.
Baptist Home of Rhode Island, Newport, R. I.
Bethany Deaconess Hospital, Brooklyn, N. Y.
Boston Medical Library, Boston, Mass.
Boston University Medical Center, Boston, Mass.
Brooklyn Lutheran Hospital, Brooklyn, N. Y.
Brown Memorial Hospital (3), Conneaut, Ohio
Children's Hospital, Washington, D. C.
Community Hospital, Geneva, Ill.
Convalescent Hospital for Children, Rochester, N. Y.
Deaconess Hospital, Buffalo, N. Y.
Dobbs Ferry Hospital, Dobbs Ferry, N. Y.
Evangelical Community Hospital, Lewisburg, Pa.
Exeter Hospital, Exeter, N. H.
Ft. Worth Methodist Hospital (2), Ft. Worth, Texas
Franklin County Hospital, Greenfield, Miss.
Frontier Nursing Service, Wendover, Ky.
Geisinger Memorial Hospital, Danville, Pa.
Home for Crippled Children, Pittsburgh, Pa.
Hoosick Falls Health Center, Hoosick Falls, N. Y.
Liberty-Loomis Hospital, Liberty, N. Y.
Lutheran Church Home, Buffalo, N. Y.
Lutheran Home of New Jersey, Moorestown, N. J.

Magruder Memorial Hospital, Port Clinton, Ohio
Massachusetts General Hospital, Boston, Mass.
Mount Sinai Hospital Medical School, New York, N. Y.
Mountainside Hospital, Montclair, N. J.
New England Baptist Hospital, Boston, Mass.
New Jersey Presbyterian Home for the Aged, Haddonfield, N. J.
New York Hospital-Cornell University Medical Center, New York, N. Y.
New York University Medical Center (2), New York, N. Y.
Niagara Frontier Methodist Home, Buffalo, N. Y.



Panel Moderator, Archbold van Beuren, (at lectern) addresses alumni, parents and friends attending a special Panel Presentation launching the St. George's School "Era of Fulfillment Program." Panel members included (l. to r.): General Mark Wayne Clark, USA retired; Charles Moran, Jr., campaign general chairman; Minot K. Milliken, Chairman of the Executive Committee of the Board of Trustees; Headmaster Archer Harmon, Jr.; and the Rt. Reverend John Seville Higgins, Bishop of the Episcopal Diocese of Rhode Island.



The late Henry R. Luce, national major gifts chairman for The Fifty Million Fund of the United Presbyterian Church in the United States of America. More than 6,000 churches took part in the highly successful denomination-wide program which secured nearly $60 million for capital projects located in the United States and 27 countries overseas.

North Shore Babies' and Children's Hospital, Salem, Mass.
Northeastern Hospital, Philadelphia, Pa.
Oklahoma Medical Research Foundation, Oklahoma City, Okla.
Phelps Memorial Hospital, North Tarrytown, N. Y.
Potts Memorial Hospital, Livingston, N. Y.
Rochester Children's Nursery, Rochester, N. Y.
Rockville Centre Hospital, Rockville Centre, N. Y.
St. Elizabeth's Hospital, Youngstown, Ohio
St. John's Home for the Aged, Rochester, N. Y.
St. Joseph's Hospital, Elmira, N. Y.
St. Luke's Hospital, New York, N. Y.
St. Luke's Hospital, Toledo, Ohio
Scandinavian Home, Cranston, R. I.
Somerville Hospital, Somerville, Mass.
Thompson Orphanage, Charlotte, N. C.
Tufts University-New England Medical Center, Boston, Mass.
Veterans Memorial Hospital, Ellenville, N. Y.
Warren Hospital, Phillipsburg, N. J.
Washington Hospital Center, Washington, D. C.
West Virginia Baptist Hospital, Philippi, W. Va.
Youngstown Hospital Association (3), Youngstown, Ohio

OTHER CLIENTS

American Baptist Convention (4), Valley Forge, Pa.
American Bible Society, New York, N. Y.
American Chemical Society, Washington, D. C.
American Foundation for Religion and Psychiatry, New York, N. Y.
American Lutheran Church, Minneapolis, Minn.
Animal Rescue League, Boston, Mass.
Baptist Extension Fund, Chicago, Ill.
Boys' Club of Bethlehem, Bethlehem, Pa.
Central Virginia Educational TV, Richmond, Va.
Chautauqua Institution (2), Chautauqua, N. Y.
Cincinnati Playhouse in the Park, Cincinnati, Ohio
Cleveland Orchestra, Cleveland, Ohio
Connecticut Junior Republic, Litchfield, Conn.
Council of Churches of Greater Cincinnati, Cincinnati, Ohio
Diocese of Connecticut (Episcopal), Hartford, Conn.
Eugene O'Neill Memorial Theatre Foundation, Inc., Waterford, Conn.
Fernald School Protestant Chapel, Waltham, Mass.
Greater Cleveland Council, Boy Scouts of America, Cleveland, Ohio
Greater Pittsburgh Guild for the Blind, Pittsburgh, Pa.

Greater Washington Educational Television Association, Washington, D. C.
New York Blood Center, The, (2), New York, N.Y.
Institute of Man and Science, Rensselaerville, N. Y.
Luella Cummings School for Girls, Toledo, Ohio
Lutheran Camp Association, Johnstown, Pa.
Malden Masonic Association, Malden, Mass.
Masonic Association, Massillon, Ohio
McGuffey Centre, Youngstown, Ohio
Methodist Church Union, Pittsburgh, Pa.
Mississippi Methodist Conference, Jackson, Miss.
Moravian Church in America, Northern Province (2), Bethlehem, Pa.
Museum of Science, Boston, Mass.
Museum of the City of New York, New York, N. Y.
National Conference of Christians and Jews (2), New York, N. Y.
National Council of Churches, New York, N. Y.
National Trust for Historic Preservation, Washington, D. C.
National Urban League, New York, N. Y.
New York City Mission Society, New York, N. Y.
Norfolk Presbytery, Norfolk, Va.
North Manchester Community Foundation, North Manchester, Ind.
Postgraduate Center for Mental Health, New York, N. Y.
Silver Bay Association, Silver Bay, N. Y.
Southern Methodist Board of Missions, Nashville, Tenn.
Southern Presbyterian Program of Progress, Atlanta, Ga.
Synod of North Carolina, Presbyterian Church, U.S.A.
United Hospital Fund of New York, New York, N. Y.
United Presbyterian Church in the U.S.A. (4)
University of Pennsylvania Christian Association, Philadelphia, Pa.
Urban League of Greater New York, New York, N. Y.
Weston Community Club, Inc., Weston, Vt.
Women's Christian Alliance, Philadelphia, Pa.

YMCA
- New Canaan, Conn.
- Westport, Conn.
- Boonton, N. J.
- White Plains, N. Y.
- Fayetteville, N. C.
- Elyria, Ohio
- Marion, Ohio
- Toledo, Ohio
- Youngstown, Ohio (2)
- Easton, Pa. (2)
- Lancaster, Pa.
- Barrington, R. I. (2)

YMCA-YWCA
- Ann Arbor, Mich.
- Lancaster, Ohio

YWCA
- Hartford, Conn.
- Youngstown, Ohio (2)

CHURCHES AND SYNAGOGUES

Denomination	Number of Churches or Synagogues	Repeat Campaigns	Total
Baptist	48	4	52
Community	14	2	16
Congregational	52	8	60
Disciples of Christ (Christian)	5	0	5
Episcopal	76	13	89
Greek Orthodox	8	6	14
Jewish	8	1	9
Lutheran	99	10	109
Methodist	104	18	122
Presbyterian	126	24	150
Reformed	8	1	9
United Church of Christ	7	1	8
Other	6	0	6
TOTAL	561	88	649


MARTS
LUNDA

FRANK W. ABRAMS
RECEIVES AN AWARD
FOR SERVICES TO
PHILANTHROPY

FOREWORD

The American Association of Fund-Raising Counsel, Inc., presented the American Philanthropy Citation and the gold "Go-Giver" medal to Mr. Frank W. Abrams, former Chairman of the Board of the Standard Oil Company (New Jersey) and Chairman of the Executive Committee of the Council for Financial Aid to Education, at its twenty-first annual meeting, at the Waldorf-Astoria, on May 13, 1955.

The meeting was of interest to all concerned with philanthropy as a force in American life. The Association is privileged to present in the following pages a transcript of the proceedings with remarks by —

Arnaud C. Marts
Dr. F. Emerson Andrews
Dr. Theodore A. Distler
Dr. Wilson Compton
Frank W. Abrams

Citation to Mr. Abrams Accompanying Medal

The American Philanthropy Citation is respectfully awarded to FRANK W. ABRAMS in recognition of his statesmanlike vision of the mutual interests shared by education and industry; his persuasive advocacy of corporation support for higher education in these United States; and his skillful and determined leadership in overcoming objections and obstacles to a widening practice of corporate philanthropy.

THIS FORCE FOR HUMANITY

Arnaud C. Marts, President, American Association of Fund-Raising Counsel, Inc.

LADIES AND GENTLEMEN, I want to welcome you on behalf of the American Association of Fund-Raising Counsel. This is our twenty-first anniversary luncheon. You have been invited here because each of you has an interest in voluntary philanthropy, that great force in our American life which is so meaningful to our generation and to past and future generations.

The fact that we were expecting two hundred guests here today and two hundred and fifty arrived is very pleasing to us and is a very high compliment to our guest of honor.

Just a word about our twenty-first anniversary—our Association was organized twenty-one years ago for the purpose of establishing and maintaining high ethical standards in the growing field of this business, profession, or calling, whichever it may be called, of fund-raising counsel. A few leaders in this field, twenty-one years ago, decided that there should be professional standards established. They established them, and during the past twenty-one years this group, and other groups that have been added to the original founders of this Association have, I think, done their part as good citizens in placing professional fund-raising on high ethical standards.

There are eighteen firms now accredited as members of this Association with total staffs of about five hundred men and women. These eighteen firms in the years past have counselled various philanthropic institutions—churches, colleges, hospitals, community chests, youth agencies, character-building agencies, welfare societies, to the number of about 8,500 and have helped them raise seven and one-quarter billions of dollars. The amount of money these firms have helped their clients to raise is equivalent to the total assets, both buildings and endowments, of all our private colleges, plus all of our foundations, plus all other philanthropic institutions in the United States except our churches and our private hospitals.

We have a common interest in this room here today. It is an interest in private philanthropy, in the great humanitarian enterprises in at least one of which each of you is interested.

We're here today to do two things: first, briefly, to pay honor to

a great force in American life and in civilized life, the force of voluntary philanthropy; and second, to pay tribute to a great man—one of the outstanding leaders in our generation of this force for humanity, voluntary philanthropy.

I want to say just a word about this force which is our common interest, "philanthropy". Philanthropy is, our Greek scholars here would tell us, derived from two words, "love" and "humanity"—love of mankind. And this love of mankind is unselfish devotion to the welfare of others; it is a criterion, a mark, a measure of civilization itself. It was not too many generations ago that there was no concern on the part of any individual in regard to the welfare of other men and other women.

H. G. Wells commented on that concern for others, in his Outline of History. He considered it as a mark of the development of civilization, and he said,

> "It is only within the last three or at the most four thousand years that we have any clear evidence that voluntary self-abandonment to some greater end, without fee or reward was an acceptable idea to men, or that anyone propounded it.
> "Then we find, spreading over the surface of human affairs, as patches of sunshine spread over the hillsides on a windy day in spring, the idea that there is a happiness in self-devotion greater than any personal gratification or triumph, and a life of mankind different, greater and more important than the sum of all individual lives within it."
> "We have seen that idea," said Wells, "become vivid as a beacon; vivid as sunshine, caught and reflected, dazzlingly, by some window in the landscape in the teaching of several prophets; most clearly of all, of Jesus of Nazareth."

We here in our life today in America, and we in this room this afternoon, are in that stream of human and divine history that started on the Mount of Sinai, moved down across Jewish history when men and women were instructed to give a tithe of all they possessed to the poor and to the service of God. That stream of history swept down over the plains of Gallilee where Jesus suggested to the rich man who was seeking the Kingdom of Heaven that he go sell all he had and give to the poor. And that stream of history has brought us on to this great nation of which we're so proud, America; where philanthropy is a distinctive characteristic of life; where there is a willingness of men and women—of you men and women—and others like you all over the land, to give of time and energy and money, not for personal gratification but for helping to make a better and nobler and finer world.

That is the force which we wish to honor here today.

Before we turn from consideration of that force, I'd like to ask Dr. F. Emerson Andrews of the Russell Sage Foundation, whom you all know is the outstanding authority on the scope and volume of American philanthropy, if he will report to us briefly on the present status of American philanthropy.

AN ESTIMATE OF THE EXTENT OF PHILANTHROPY

Dr. F. Emerson Andrews
Russell Sage Foundation

IT IS A FACT THAT, about a month ago, we took our comptometers, my Chinese abacus, other devices we use to compute figures, and all the reports we could assemble and we did try to bring to date our estimates of total philanthropy, U.S.A.

The last time we had done that was in 1950 for 1949. We did assemble new statistics. For this group I need not say that these are estimates; particularly with respect to the last several years. Some of the figures are not yet in. We had to use projections and cross-checkings. On one figure, I made thirteen different computations before I was satisfied that figure was even reasonably accurate.

In 1954, we estimate total philanthropy at $5.4 billions. Or if you want a still more accurate figure, $5,401,000,000. This is the total of private giving by individuals, corporation giving, and charitable bequests to all the philanthropic purposes the Income Tax Bureau recognizes as deductible; churches, education, health, welfare—anything else you can deduct from your income tax report.

Now, that sounds like a large amount. It is in fact 35 per cent more than we figured for 1949, five years earlier. It is not, however, the highest figure for the intervening period, according to our estimates. We think that 1953 came to $5,466,000,000. So there was a slight falling off, probably, in 1954. I hesitate to give even a slightly

fallen-off figure over five billion without putting it in a bit of perspective. To the general public at least it sounds like a tremendous amount of money, and the general public feels very satisfied with itself and wonders whether we're not touching the ceiling.

Just as one item of perspective, this giving for 1954, and for all recent years, has been slightly less than we spend, for example, for tobacco. In other words, for God, for education, for health, for welfare, for all the purposes that we call charitable, we still are spending somewhat less than we spend on ourselves for tobacco.

So, philanthropy is not yet on a sacrificial basis for the great majority of the people. It is, however, substantial and you people here are doing a large part in improving that total. I hope you'll do even more.

THE MAN WHO IS HONORED

Mr. Marts

NOW, I WANT TO describe the man, and tell of the accomplishments in the field of private philanthropy of the man we have invited here to be our honored guest.

Back in 1947 I was engaged in helping a certain very excellent college raise a few million dollars. We were looking for new sources of financial support and I suggested to the Board of Trustees that we might ask some corporations to give to this college. The chairman reacted instantly by slamming his fist down on the desk and saying "No! We will not ask any corporations to give to this college!" Then he shook his finger at me and said, "I challenge you to give one blank-blank reason why any blank-blank corporation should give a blank-blank dollar to any blank-blank college!"

I took that as rather decisive on his part.

I tried to give him a few reasons but they were not persuasive with him.

A few months later a little blue booklet came to my desk entitled, "The Stake of Business in American Education", an address by Frank W. Abrams, Chairman of the Board of the Standard Oil Company (New Jersey), at a meeting inaugurating the "Crisis in American Education" campaign of the Advertising Council. I read it with amazement and with appreciation.

I instantly sent it to my friend just referred to by me and said, "Here are several blank-blank good reasons".

Now the interesting thing about that was that some of the excellent reasons set forth in Mr. Abrams' address were quite similar to the reasons I had given to this trustee. The effect, however, was very, very different. Here, it was being said by the head of the second largest corporation in the world, whereas I was head of probably the second smallest corporation in the world, and the impact was vastly different.

A few months later Mr. Abrams called a conference of leaders of industry and education to discuss what could be done to persuade leading corporations to give support to higher education.

And then one day Collier's came out with an article entitled "Big Business Must Help Our Colleges", by another of our guests here today—Alfred P. Sloan, Jr., Chairman of the Board, General Motors Corporation. Now here was the chairman of the largest corporation in the world coming to the moral support of the chairman of the second largest corporation in the world. So we were really getting into the big time.

I asked Collier's for some reprints of this. They told me, by the way, that they had more reprints ordered of that article than of any article Collier's had ever published!

I asked Mr. Abrams how many copies of this little blue booklet were circulated. He said he lost count at a half million but he understood that there were well over a million copies distributed.

And so these two gentemen had launched a whole new movement in philanthropy. That movement led from one step to another, cumulatively, and then these two gentlemen with other associates organized the Council for Financial Aid to Education, Inc. with Dr. Wilson Compton as the President. They financed it and started a wide educational program to induce corporations to look with more favor on giving to colleges.

There was still one very important obstacle in this effort. It was the obstacle of legality; whether or not a corporation could legally give to a college. Wherever we went we encountered that question. It had to be raised. Then one day a case was brought in the New Jersey courts by a stockholder in a company over in Jersey which had given a thousand dollars to Princeton University. This stockholder sued in the courts to prevent this company from giving away the

stockholders' money to a college. By some strange coincidence Mr. Abrams appeared in the courtroom as a witness in behalf of the corporation.

One time, just before America went into the War, Winston Churchill in one of his famous speeches referred to the fact that the United States had loaned Great Britain several "over-age" destroyers. In endeavoring to explain that unusual circumstance Mr. Churchill used the term, "the long arm of coincidence" reached out across the Atlantic and gathered in forty "over-age" American destroyers.

So the "long arm of coincidence" reached over to the courtroom in New Jersey and Mr. Abrams was the chief witness in that case. The Jersey court decided it was proper for the company to give to the college, and the Supreme Court of the U.S. sustained that verdict. From that time on there has been no legal obstacle. The only obstacle a corporation now has to giving to a college is decision—whether or not it so desires to give. And there we come to one of the great freedoms in American life, the freedom to give, or the freedom not to give to these great humanitarian causes.

Before I present a citation and a medal to Mr. Abrams, our guest of honor here today, I'd like to ask Dr. Theodore A. Distler, Executive Director, Association of American Colleges, to express in behalf of the colleges in America—the private colleges in America most particularly—their appreciation to Mr. Abrams and to his associates for bringing this new support from the corporations to the American college.

AN APPRECIATION FROM THE COLLEGES

Dr. Theodore A. Distler, Executive Director
Association of American Colleges

TO THE JUST AND ELOQUENT TRIBUTE our Chairman has paid to the achievements of Frank Abrams, I wish to add the testimony of those who have been the foremost beneficiaries of his wisdom and public spirit.

It is my privilege and my pleasure on this happy occasion to speak for the colleges of liberal arts and sciences represented by the Association of American Colleges and more especially for the private colleges of America, which owe their beginnings to the foresight and generosity of individual benefactors and look for their continuing support, not to the public purse, but to men of goodwill in every succeeding generation.

Those of us who are charged with guiding the destinies of liberal arts colleges, with preserving and handing on the priceless heritage of liberal education, would betray the trust of our founders and the very ideals we are called upon to propogate if we were to measure the services of Mr. Abrams and his like in terms merely of college budgets and endowments—or even of college presidents freed from frustration and faculty members enabled to turn their intellectual energy from the cares of housekeeping to the pursuit of knowledge.

If we believe that "the whole man" we claim to train is, as Aristotle argued, by nature a citizen—if it be true that the rich variety of disciplines and interests embodied in our private colleges is a vital source of intellectual and moral strength for our nation—then Frank Abrams and those who have shared his endeavors are not just benefactors of our colleges but public servants of the highest order. In the old Roman phrase, they have deserved well of the Republic.

I shall not go over the ground covered by Mr. Marts in recounting the steps by which Mr. Abrams has led the business community of the United States to its present practical recognition of the value of higher education to business itself and to our whole nation. I shall simply try in the few minutes at my disposal to convey to you something of what that recognition has meant to the liberal arts colleges of America.

In purely financial terms, the magnitude of the revolution sparked by Mr. Abrams and his collaborators may be gauged by the record of one particular movement for the stimulation of corporate giving—the solicitation of local industries by state and regional associations of colleges under the aegis of my Association. This movement started in 1948 with gifts totalling $15,000 from two firms to six colleges in Indiana. Six years later, in 1954, $2,768,830 received from 1925 corporations was distributed among more than 400 colleges in 36 states.

I choose this particular illustration merely because I know it at first hand. Needless to say, state solicitation represents only a tiny fraction of the corporate support given to our colleges. Dr. Wilson

Compton has estimated that in the current year corporate gifts of all kinds (not including the Ford Foundation's munificent contribution of $50,000,000 for raising faculty salaries) will reach a total of some $100,000,000. The share of privately supported colleges in this impressive sum represents seven or eight cents of every dollar they will have to spend.

But even more important than the obvious element of financial relief is the moral effect of industry's growing interest in the welfare of our colleges.

One of the greatest weaknesses of our society is a tendency to exaggerate the relative value of technology. The whole history of our nation from its pioneer days to the astounding growth of its industrial machine in our own lifetime has tended to foster the pragmatic view that education is a process of developing and transmitting practical skills. This tendency derived increasing impetus from the rapid advance of scientific discovery and its technological application in the twentieth century. So great has been the demand for engineers, technicians and applied scientists, so high the premiums set on specific training for such vocations, that not many years ago our liberal educators felt themselves on the brink of relegation to the ranks of forgotten men.

It is not too much to say that this tendency has been arrested by the enlightened appreciation of liberal education that America's industrial leaders have learned from men like Frank Abrams. This new "age of enlightenment" is reflected both in new concepts of vocational education and in renewed recognition of the social value of education that is not specifically vocational. To be candid, it must have been quite a pleasant surprise to many an educator who had gone on piously and hopefully reciting the dicta of Plato, Erasmus and Cardinal Newman to learn that as a matter of hard fact the great majority of our business executives come from liberal arts colleges. To the general public it may serve as even more convincing evidence of the value of a liberal education.

May I add a note of warning? Corporate giving is a supplement to, not a substitute for, personal giving. Generous as is the contribution that industry is making to higher education, it is still only a fraction of what our colleges receive and need. Last year alumni gifts equalled or surpassed the total of corporate gifts. They are increasing and must continue to increase. If our private colleges are to have a chance of meeting their costs—conservatively estimated at a billion dollars a year and likely to be vastly increased as a result of swelling enrollments—they will need all the help they can get from alumni, parents, trustees and friends of every kind.

In a free society education is a responsibiity of every citizen. This individual responsibility can no more be shifted on to the shoulders of corporations than on to the corporate entities we call governments. If we are to remain both a free and a strong nation, we must all make it our business to see that no young man or woman of talent is denied the opportunity of attaining the highest possible degree of intellectual and spiritual development. This nation stands in need of all the scientists, engineers and technicians it can produce—and all the poets, artists, and philosophers. We must provide the right kind of education, whatever it may be, for those who have the capacity to carry on and enrich our highest traditions in every field of human endeavor. Our nation has no greater need.

Our industrial leaders have set us a shining example in facing that responsibility. The citation awarded to Frank Abrams today is but a symbolic gesture of gratitude. Unless I misjudge the man, he is not looking for praise or honor. Like every true leader, the only reward he asks is to be followed.

THIS THING OF GIVING

Mr. Marts

WE ARE GOING TO AWARD a medal and a citation to Mr. Abrams. Mr. Sloan, we want you to come some time a little later. We've got something to award to you, too, in due time.

First, we are going to award what we call the "Go-Giver" Medal. America has lots of "go-getters". It also has some "go-givers". We have two of them sitting here by us today, and others.

I want to give you in just a short paragraph a description that a man wrote some years ago of this thing of giving. George F. Burba once said,

> "This thing of giving I do not understand any more than you do. But there's something about it that blesses us. Those who give most have most left. I believe that everyone who dried a

tear will be spared the shedding of a thousand tears; I believe that every sacrifice we make will so enrich us in the future that our regret will be that we did not sacrifice the more. Give, and from somewhere out of the clouds or from the sacred depths of human hearts, a melody divine will reach your ears and gladden all your days upon the earth."

And so we are awarding the "Go-Giver" medal to Mr. Frank Abrams and I'd like to ask Dr. Wilson Compton to come forward and read the citation after which the meeting will belong to Mr. Abrams. And he can say to us anything that is in his heart to say.

THE CITATION

Wilson Compton, President
Council for Financial Aid to Education, Inc.

I AM GRATEFUL for the opportunity to participate in this notable event honoring a great man. The guest of honor, I have observed from this printed program, is identified, not as he might easily be identified: As citizen extraordinary; as former Chairman of the Board of the Standard Oil Company of New Jersey; as a Trustee of Syracuse University; or even as a Director of the Ford Foundation. He is identified as Chairman of the Executive Committee of a unique adventure in the future of America, the Council for Financial Aid to Education.

Here at this table also is one of the co-inventors of this Council, Mr. Sloan, a man whose achievements in industry are equalled only by his ambition for his country and his faith in education. Here too in spirit is another co-inventor of this unique enterprise, although unable to be here in person, Irving Olds, former Chairman of the United States Steel Corporation, Chairman of the Board of Cooper Union, long time Member of the Yale Corporation, tireless champion of our colleges and universities.

I can speak gracefully of these gentlemen, these "remarkable men" as I have often had occasion to refer to them, as the principal inventors of the Council for Financial Aid to Education. I can speak gracefully because I had nothing whatsoever to do with the establishment of this Council. I am, as you will know, appreciative of the indomitable spirit to which Dr. Marts has referred, which has prompted these gentlemen, in association with others of like mind and like spirit to undertake an activity of this sort.

Today we are honoring a gentleman who is perhaps the principal co-inventor of the Council for Financial Aid to Education. I have known a great many businessmen; I have never known a man who in my judgment represents a finer composite of personal aims, objectives for the common good and plain business common sense than Frank Abrams, devoted as he is to the combination of education and religion as the royal road to progress and peace. I am pleased to have the opportunity, in the name of this distinguished Association, to read to you the citation which is signed by Dr. Marts as President of the Association and signed also by its Secretary and its Executive Director:

American Philanthropy Citation

Is respectfully awarded to FRANK W. ABRAMS in recognition of his statesmanlike vision of the mutual interests shared by education and industry, his persuasive advocacy of corporation support for higher education in these United States and his skillful and determined leadership in overcoming objections and obstacles to a widening practice of corporate philanthropy.

PHILANTHROPY

A CORPORATE OPPORTUNITY OF SERVICE

Mr. Frank W. Abrams

AMERICAN INDUSTRY has pretty well demonstrated that it can make all the material goods we need. But today's corporations are much more than manufacturers of heavy steel, motor equipment, stoves and refrigerators. They are in many other ways an important factor in the life of their local communities. What they do has extremely important social implications. In recent years this fact has been getting increasing attention, because it is newly recognized and has a significance we all need to examine.

It has only been recently that company managements generally

have recognized this social role themselves. For many years they have been busy with their basic economic concerns. As their businesses became more firmly established, they developed what has aptly been called "enlightened self-interest"—and joined with their employees to provide protection against emergencies, sickness and the hazards of old age.

Such developments, perhaps, are to be expected. They are the logical extensions of established business activity. So are things like company participation in community improvement programs. The plant manager will improve "housekeeping", help bridge over neighboring tracts, or control a smoke nuisance without much urging. It isn't difficult for him to see how such interest is in line—even indirectly—with the aims of his business. But now, a newer concept of corporate citizenship is beginning to take shape. Managers are acknowledging that corporations are, in effect, citizens. With this acknowledgment goes the recognition that corporations must share many of the responsibilities that are carried by individuals in a free society.

As a matter of fact, there are some social and economic needs that corporations can participate in even more effectively than individuals. One, I think, is a duty to contribute to philanthropic enterprises.

When I went to work as a young man in 1912, corporations were fewer and less important in the economic structure of the United States. The one I joined—Jersey Standard—was newly separated from the old Standard Oil Trust and struggling to readjust itself to a competitive world. Then the direct pursuit of immediate self-interest was widely accepted as the whole of business life. The public not only did not expect, but might have been suspect of an attitude of social consciousness on the part of corporations. Philanthropy was the job of wealthy individuals, who gave support in part at least from dividend income. In those days—I need hardly add— there was less difference between dividend income and net profit before taxes than there is today.

Moreover, today stockholders are removed from the communities in which their corporations operate. In the earlier days, when most incorporated businesses were small, many were owned by a few men who directed their affairs locally. Everybody knew the boss lived in the big house on the hill and it was not unusual to stop in and talk with him. He attended the local church, was seen and met with groups concerned with community affairs. Through such intimate contact with the mill town, employers knew the needs of local welfare. At the same time they usually were personally able to help meet those needs. Today, however, the mill usually is one of many the property of a corporation owned by thousands, or hundreds of thousands, of people scattered all over the country. These stockholders are not acquainted with the mill town personally and can feel no direct interest in its welfare. If the responsibility for philanthropy is to be felt and met, it must be felt and met, to a degree, by the corporation itself.

With the spreading of the corporation's influence across community, state, and even national lines, more and more Americans are rightfully coming to expect them to assume an attitude of social consciousness. This, I am sure, includes support of worthy charities not identified with single communities. Two world wars and a world-wide depression have taken place during my forty odd years in business; and they have undoubtedly had their effects in changing the attitude of the public generally, and of the stockholders and management as well. In times of national peril the common welfare becomes the concern of all of us. We learn by necessity a basic need of democratic living. It now seems clear that the public expects business to be aware of philanthropic needs.

The task of modern management becomes more complicated every day. It requires a wide diversity of talents and training. When I was graduated from engineering school in 1912, I was fortunate in having a job awaiting me. The demand for technical men in those days was limited and I found myself one of three college graduates in a plant employing a thousand men, and the 997 others—roughly speaking—didn't think too highly of us as "college boys". I could go further and say that, as I remember it, they had a distinct tendency to undervalue "book learning" generally. And perhaps they had reason to, for the petroleum industry in those days was far less complex. We produced mostly staple products such as gasoline, kerosene and lubricants. Many of these products were not closely controlled and quality varied over a wide range.

Today petroleum technicians start with crude oil and produce hundreds of products to very close specifications—including bases for medicines, industrial alcohol, synthetic rubber, raw materials for

textiles and scores of other products. And the familiar oils and gasolines are far and away better, more efficient, more economical. These products have been fashioned and made useful through research employing the skills and services of hundreds of technological graduates. No longer is it possible to operate an oil refinery with three "college boys".

In those distant days of 1912 not much attention was paid to working conditions or other matters that affected employees as individuals. As I remember it, the locker room consisted of a nail, wherever you could find one, to hang your coat, and washrooms were even less complicated than that. Those conditions are but an example by contrast of the attention that now is given to "Human Relations" in industry. The need of special training goes far beyond the technical field and now calls for education in the social sciences to help prepare for personnel training, employee and public relations.

Today's management must look more and more to institutions of higher learning for the men and women it needs. And to protect the large investment of stockholders, management is justified when it makes the relatively small expenditures needed to insure that these vital supply sources of effective men and women will flourish.

Giving aid to education constructively is a business in itself. To help both educational institutions and corporations cooperate as widely as possible is the aim of the Council for Financial Aid to Education, started by a group of businessmen during 1953. The Council, which is a research and advisory body, has been operating long enough to learn a great deal about the problem but no ideal pattern of support to education has been worked out in this time. However, it has found that the best solution is not in one approach but in many. Just as diversity within educational institutions adds to the richness and strength of democracy, so does a variety of approaches in the work of keeping colleges and universities vigorous and progressive. A many-sided approach is particularly compatible with the independent liberal arts college. Our free society has been built largely on the precepts of liberal education. It is vital to an atmosphere in which business can move ahead and prosper. Keeping the liberal arts college truly independent, therefore, is worth trying to do in many ways.

Actually, when you look at it, we are all pretty much involved in seeing that freedom of choice in the educational world does not become, because of lack of adequate support, restricted to politically-supported colleges and universities. Our intellectual resources, our spiritual and material well-being, or national security depend to a considerable extent upon how well higher education does its job. The quality of the performance is bound to suffer if private colleges and universities pass by default from private hands.

The same holds true of all private agencies and organizations offering efficient aid in many social fields. Private hospitals, youth clubs, disaster agencies—all these have helped us on our course. They, too, deserve financial aid from corporations. That aid, probably, can best be offered in a variety of ways. Many business organizations will have logical reasons for wishing their support to go to certain institutions at certain times—the large gifts by business to the Red Cross during World War II being a case in point. And many companies will have equally good reasons for using certain methods of deciding what groups should be supported, and by what amounts.

The experience we gained from a multitude of scattered appeals when I worked for Jersey Standard led to the formation of a formal company committee. On this sit responsible company officials interested in employee and public relations, as well as in budgets and balance sheets. All solicitations for funds from private organizations to the company—and in my last year with the Jersey Company these ran well into the hundreds—come before this committee together with pertinent information about the organization's work and aims. This gives a practical basis to the recommendation the committee makes to the Board of Directors concerning contributions the company makes each year to support a multitude of private philanthropies.

The legal picture, too, seems to be favoring the philanthropic interest of corporations. Until recently the laws of many States in which companies are incorporated were very hazy as to what powers management has in the voluntary contribution of company funds. The managers of companies are held individually liable for their decisions. Thus legal shadows on the personal pocketbooks of a corporation's officers often kept gifts from many worthwhile causes. This clouded area is now, thankfully, being cleared by court decision or clarifying legislation.

What is needed now is the further development in the attitude of business managers themselves. They are moving fast to recognize

the human side of their affairs. By choice, rather than by compulsion, they are acknowledging that the society from which they draw their livelihood is owed something in return in addition to good products, good wages, good dividends. Business has a golden opportunity to demonstrate that it can be responsive to the needs of society beyond its material requirements. And, in doing so, it is helping itself most of all.

THE BLESSING *was asked by The Rev. Thomas K. Thompson of the National Council of Churches of Christ in the U.S.A.*

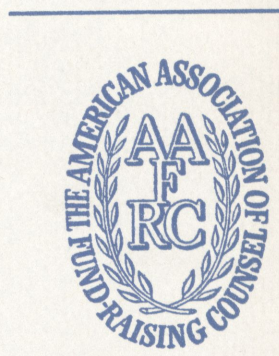
BENEDICTION *was given by Monsignor Edward E. Swanstrom, Executive Director of the War Relief Services, National Catholic Welfare Conference.*

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AMERICAN ASSOCIATION OF FUND-RAISING COUNSEL, INC.
Room 1021
500 FIFTH AVENUE, NEW YORK 36, N. Y.
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