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Philanthropy



"In no instance has an educational institution knowingly employed a member of the Communist party. Only a minute number of Communist sympathizers have actually infiltrated the ranks of the clergy."

—THE VELDE REPORT

- PHILANTHROPY: ITS VANISHING LEADERSHIP . . . Arthur F. Douglas
- BORN TO BE PRESIDENTS! . . . Madeline George
- DON'T THANK THEM—IT'S A PLEASURE . . . Laura E. Date

IS IT POSSIBLE?

All of us wonder now and then just what the ultimate achievements of philanthropy could be. Maybe it's an idle day-dream. The world often seems to tough and complex for the "do-gooder."

Yet religion, education, and welfare which are part of philanthropy—or should we say have inspired philanthropy are mighty important to all of us. Political and economic strategy and man-made laws often run a poor second to the accomplishments of heart and spirit.

It's too bad that the bureau of standards has not come up with a unit of measurement for Christian fellowship, healing, and devotion to a worthy cause. They probably never will. It isn't as easy as measuring the speed of a moving object or the nationwide cost of beef. Perhaps it's high time one of the bureaus called a one week moratorium on its charts and statistics and figured out what an ultimate outpouring of voluntary action could do for this world of ours. This is a fork in the road that's been with us right along. The statesmen and economists have never given it a real try.

"Philanthropy's Role in Civilization"

A man who has a right to speak his mind, Dr. Arnaud C. Marts has issued a startling challenge. In his new book, *"Philanthropy's Role in Civilization"* he states flatly that voluntary service has pioneered social progress and that as "applied Christianity" it can and must help to conquer war, hunger, totalitarianism and suffering. *America, he suggests owes an infinite debt to the "go-getter," but the time has come for the "go-giver" to carry the ball too.*

New Statistics

What this boils down to are some highly involved questions for the staisticians, as for example:

What will the end result be if *all* of us who live in God's house pay a ten percent rental for the privilege?

Is this the time to show the world that we mean business in our will to freedom; that we prize it to such a degree that the guaranteed bread which Communism offers is a mockery by comparison. Not merely because our people eat better, but because we have developed a free and voluntary code of cooperation that puts totalitarianism achievements to shame in every department.

Is it possible that corporations and the government can allocate stock surpluses to the least privileged through philanthropy?. We don't presume to be economists but could this be done before our surpluses go over the five percent level which is the danger point.

What will a one hundred percent increase in goodwill and just plain kindness accomplish say over a period of one week? And how about a one hunderd or three hundred per cent increase in giving?

It has been estimated that forty million dollars contributed to the arts could bring about a cultural renaissance in our country. What specific projects in welfare, international relations, and housing, by people for people, should be considered?

A central "think" authority could keep busy with these problems for a long time. But one has only to look about a bit to realize that these are not idle dreams by any means. In more than two hundred and fifty thousand churches today it is less and less getting bills paid. We see truly sacrifical giving aimed at filling real needs. Our land is being transformed by programs of fellowship, our Y's, our children's groups, and our voluntarily supported research programs.

Various committees, newspapers and the public at large have been in a great dither over mal-practices in philanthropy. A good job is being done to obliterate the lice that feed on benevolence. Is it possible that we could give the same energies to implementing the amazing capacities and talents of the "go-givers." Deep down we are perhaps all "go-givers." Is it possible that this is the real challenge of our time?

M H W

If all were to make gifts up to the permissible 20 percent, our voluntary agencies would have something like twenty-seven million dollars more a year to spend. It is my belief that they could spend this sum more wisely and with greater benefit to our people than it could be spent in any other way. This would vastly aid the country to raise its standards and goals in the only field where there is conspicuous underproduction—the field of spiritual and cultural values, those values on the top plane of our civilization.

Arnaud C. Marts
"Philanthropy's Role in Civilization"

THE MAGAZINE OF PUBLIC SERVICE

Philanthropy

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Winter Issue

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Letters . . .

The Making of Men

Dear Sirs:

Philanthropy has now become a business. It is as important to know how to give money as to learn how to make it. One of our most important problems is to keep the personal element in the midst of our mass living and giving. This requires ingenuity and individual interest. I think we Americans who have demonstrated the genius for leading in making things, can also manifest the ability to give things for the making of men.

Ralph W. Sockman,
Christ Church

Dear Sirs:

We found the letters written by Bruce Barton absorbing and as exciting as the climax of a novel.

Russell Werner,
Detroit, Michigan

Dear Sirs:

Thank you for printing the chapter from Dr. Marts' new book, PHILANTHROPY'S ROLE IN CIVILIZATION. I was so impressed with it, I purchased the book and found it by far the most eloquent and complete portrayal of the accomplishments of this great instrument of our democracy.

I am prouder by far to be identified with philanthropic work now that I appreciate its true importance. I wish every man and woman in the country would read the book. It might accomplish miracles.

Judd Mattewson,
Washington, D. C.

Dear Sirs:

I think you have an excellent magazine as it keeps us current with what other foundations are doing and some of their philosophy, aims, and objectives.

Eastman F. Heywood,
Executive Secretary,
Charles H. Hood Dairy Foundation
Boston, Massachusetts

Cost of Fund Raising

Dear Sirs:

While all of us concerned with legitimate and ethical fund-raising are grateful for the exposure of charity rackets and the waste of money by unworthy and mismanaged organization, this writer would make a plea to those who present recommendations to explore thoroughly the actual costs of raising money before attempting to set acceptable cost percentages for bona fide and successful campaigns.

During the Tompkins-Radin hearings in New York, the question: "How much should it cost to raise funds?" "What is a fair percentage of expense?" came up repeatedly. Several figures were bandied about. Some gave 6 per cent, 10 per cent, and so on. The public, understandably got confused. There were those who wondered why it should cost anything.

Everyone in the fund-raising profession knows that it is impossible to state definitely how much it will cost to raise money. The cost percentage-wise is determined by the amount raised. While more dollars will be expended on the larger campaign, it is probable that the smaller campaign will cost more in proportion. There are certain basic needs and/or expenses for every campaign. If the campaign is a new one, launched for the first time—say for an obscure disease, time and money will have to be spent to acquaint the public with the disease—what is called in the trade—an educational campaign. New money always costs more to raise than repeat or renewal money. This not only applies to new causes, but to new money gotten for established causes. However, with the latter, the cost of the new money is averaged with the renewal money. Costs also vary the methods indicated to raise the funds. Mail appeals are more expensive than volunteer solicitation.

In terms of dollars, philanthropy is the fourth largest industry in the United States. Legislation for the protection of the public has long been inadequate or missing. However, we must now make these delayed laws with full knowledge and truth of what is involved.

Welfare agencies themselves will have to arrive at a reasonable formula of fund raising costs. For instance, agency A includes in its costs—public relations and publicity. Agency B does not. Agency B may charge these items to Administration—or may get these services free. Agency A charges to fund-raising, a share of the rent, telephone, and light. Agency B does not. The same variance may go for accounting, bookkeeping and many other items.

It costs as much to prepare an appeal which may bring in $5, and to process that contribution (recording and acknowledging) as it does to get and handle a gift for $5,000.

Having raised money over the years for accredited local agencies, I would say there is no substitute for integrity. We are involved with the public trust. Let us always beware of misinforming and prejudicing our giving public. We must be prepared to spend money to raise it. The cause, its popularity, know-how sponsorship, timing, the quality and availability of the volunteer help, the kinds of services contributed such as printing, professional writing, equipment and alas luck, all go into determining the final cost of raising money.

Madeline Dane Ross,
New York City

SOME ATTITUDES TOWARD GIVING

"I have no favorite charity—I'm active in at least ten things. . . . Part of life is sharing, in family group and the community at large. It's part of life to give of your time or your means."

* * *

"Philanthropies are good, but often too impersonal—just a question of taking money out of your pocket. It would be better for people, often, to do something physically, like helping in a hospital."

* * *

"I had to borrow from Alma Mater College to go, and it took me so long to pay it back they cut down the amount of the loan. So now I have more than paid back that debt in the form of donations. I don't think Alma Mater College realizes that I have more than made it up—but it is a great satisfaction to me to give."

* * *

"I just stay at home, don't mix and mingle with the world and don't know what is going on. I never give to anything, not even the church. I just take care of my home and family, that's enough. *Charity starts at home I say.*" (Does charity do something to the giver?) "It may, but I aint' had no experience." (How do you feel about getting Christmas or Easter seals in the mail?)" I just stick them in the stove."

* * *

"I tithe my income; all over that is free-will offering, and I cannot do much. No one does more than their share. Our share is all we can do. In these lush days if we save our soul we have to be generous with our money."

* * *

"I like to give money. But just because you are born with a silver spoon in your mouth doesn't mean helter-skelter giving. I want to know just who, why, and what they do."

Survey quotes from "Attitudes Toward Giving" by F. Emerson Andrews.

Philanthropy News Summary . . .

New York State Bills Framed

Bills designed to curb fraudulent fund-raising activities have been introduced into the New York State Legislature. They are designed to save the public some $25,000,000 a year which has been taken from the public through racketeering practices.

A joint legislative committee headed by Senator Bernard Tompkins who headed the investigating committee has proposed the following laws:

That all agencies soliciting funds from the public, with the exception of religious, educational, fraternal and social organizations, be required to register with the State Department of Social Welfare and to submit annual statements showing income and expenses which would be available for public inspection.

That professional fund raisers be required to register annually, paying a $50 annual fee and posting $5,000 bond.

That the unauthorized use of a name in connection with the solicitation of funds be made a misdemeanor.

That the Attorney General be empowered to prosecute violations of the proposed laws.

That nonresident charitable organizations seeking to solicit funds in the state be required to designate the Secretary of State as the agent for the service of process.

The bill requiring the registration of professional fund raisers does not apply to officers or employees of charitable organizations. A professional fund raiser is defined as a person who for pay conducts or manages a campaign for the solicitation of funds for a charitable organization.

Cost of Crime

In commenting on the cost of crime in this country, J. Edgar Hoover informed the House Appropriations Committee, that $1.00 is spent on education for every $1.82 spent on criminal activity, and for every dollar donated to churches $10.00 goes to crime. He placed the average bill to each American family at $495.00 a year.

Reece Committee

As preparation for its coming hearings the Reece Committee to investigate Foundations has asked all major foundations for a complete record of gifts made with a description of their purpose for the past forty-five years. A record of donations requested but not made has also been asked.

Ministers Education to Be Studied

Under a grant of $65,000 from the Carnegie Corporation of New York, the American Association of Theological Schools will undertake a comprehensive study of Protestant theological education. The study will be headed by H. Richard Niebuhr, professor of Christian Ethics at Yale University Divinity School. Pointing out that the minister is frequently called upon to be a fund-raiser, administrator, counselor, champion of social justice, part-time sociologist and general good fellow as well as a spiritual leader, the Association plans a thoroughgoing survey aimed at a more effective ministry.

Comparative Corporate Giving

"Tax Planning for Foundations and Charitable Giving," the latest book published by Business Reports, Inc., points out that if the rate of giving of major corporations would equal that of "under $1 million" corporations, their gifts would be four times their present worth. The smaller corporation is exposed to more insistent pressures which accounts largely for the difference.

Some 500,000 corporations with assets less than $1 million each gave $68 million, at the relatively high rate of 1.3c on each dollar of profit. The 36,000 intermediate United States corporations—with assets ranging between $1 million and $100 million—made 53% of the contributions, $125 million, at the rate of 0.8c on their profit dollar. The gigantic corporations with assets of $100 million and over numbered exactly 601. This small group gave $44 million, or 18% of the reported total, but it was at the exceedingly low rate of 0.3c on the dollar.

World Heart Congress

The AMERICAN HEART ASSOCIATION announces a World Heart Congress in Washington on September 12-17. Leading scientists will attend. Information regarding the conference may be obtained by writing Second World Congress of Cardiology, 44 East 23rd Street, New York 10, N. Y. The annual meeting of the Association will take place on April 1-4 at the Conrad Hilton Hotel in Chicago.

Store Center Sponsored by College

The largest commercial shopping center in Fort Lauderdale is being built by Antioch College on a forty acre plot left to the college

(Continued on Page 53)

PHILANTHROPY: ITS VANISHING LEADERSHIP

There is no substitute for good leadership By ARTHUR F. DOUGLAS

AMERICA'S vast network of privately-supported welfare, educational and cultural institutions, as characteristic of our way of life as the town meeting, today faces a serious peril. Business, industry and community leaders are showing an increasing reluctance to direct the fund-raising activities of the voluntary organizations. This paucity of leadership comes when it is most-needed as the agencies face more and more difficult and complex problems.

The fuel that feeds every voluntary organization is American philanthropy. In recent years, giving has reached an all-time high which, even though it is unable to keep pace with the rising costs the agencies face, indicates a true willingness to give. The critical need is for leaders to translate this willingness to give into actual gifts. **One fund-raiser sees the problem this way: "The fires of philanthropy are not enough to heat the house; not because of a lack of coal, but because there are too few stokers. Not enough people are peeling off their shirts and pitching in."**

What makes the problem so serious is the place privately-supported institutions occupy in the American scene. They form part and parcel of free enterprise, just as do our utilities, our industries, our sales corporations, and if you please our hotels. They serve each of us with a ceaseless fight against vicious physical and mental disease. In a thousand ways, large and small, they ease the tensions of family, social and economic strains. They are the bedrock of American education and culture.

At the Inaugural Heart Fund Dinner in the Waldorf-Astoria Dr. Milton Eisenhower said:

". . . We are the inheritors of a tradition of concern for human welfare that runs as a thread through the whole fabric of Western Civilization . . . American philanthropy is inseparably part of our private enterprise system. We believe that every individual has within himself the potentiality of great achievement—a potentiality which will be realized if he has the opportunity to be truly responsible and to exercise individual initiative. We would rather do things ourselves, individually or as groups in our home communities, than to depend on others to do things for us."

What allows the perpetuation of this tradition of private welfare is the keen realization by every American that the privilege of enjoying it, each according to his needs, carries with it the obligation of supporting it, each according to his means and abilities.

A Major Industry

The philanthropic support of these voluntary agencies and institutions is, in a sense, a major industry. American contributions now total more than four billion dollars annually. Yet despite this immense public support and the recognition of their importance to our system of life, the privately-supported institutions today face problems which threaten their very existence.

The more patent of these are inflation, the growing complexity of social and technical problems, and the general lack of adequate public support. The renowned "high cost of living" is not reflected only in personal or family budgets. Every charitable agency and educational and cultural institution faces staggering increases in operating expenses. This inevitably means higher operating budgets and resultantly higher campaign goals. This comes at a time when the social and economic tensions of a quasi-war economy are at a peak and significant advances in technical and health research cry out for further



Arthur F. Douglas is president of Hotels Statler Company, Inc., a post he has held since 1945. He is a trustee of the Dollar Savings Bank and a director of Sidney Blumenthal & Co., both of New York City.

From 1927 to 1937, Mr. Douglas practised law with the New York firm of Root, Clark, Buckner and Ballantine. Since joining Hotels Statler in 1937 he has successively held the positions of secretary and treasurer, executive vice-president and treasurer, and president.

He was chairman of the 1953 New York Heart Fund campaign and serves as honorary chairman for the Fund's current campaign.

explorations. On top of these problems is a general lack of adequate financial support from the public. Total contributions over the years have increased, and increased greatly, but rising costs have outdistanced them.

Dwindling Leadership

Just as the problem of the privately-supported agencies has many facets, so has its solution. But fund-raisers and agency heads agree that close to the root of the solution is the question of leadership. *In philanthropy's four-billion dollar industry there is a dwindling pool of capable leadership to run the fund-raising campaigns which give the agencies their life.*

The problem of leadership becomes more acute as leaders of the present or recent past drop out of the picture through death, retirement, or plain overwork. And business, industry and labor, all with a vital stake in America's privately-supported agencies, are failing to replace the all-important reservoir of leadership they need.

Until I became closely associated with the New York Heart Fund in 1952 I had no idea of the existence of such a threat to one of the most uniquely American phases of our national and city life. It was my first venture at leadership. But because I am a novice, I feel better qualified to speak for both business and for the agencies. I would like to offer a "beginner's eye-view" of the problem, in the hope that by giving it light we may find its solution.



As chairman of the 1953 New York Heart Fund campaign, Arthur F. Douglas (left) awards New York Heart Association fellowship certificates to two young medical students. This year Mr. Douglas serves the Fund in a new capacity as an active, hard-working honorary chairman.

Rise of the Fund Campaign

First it is necessary to glance at the background of the problem which originated the development of the modern fund-raising campaign.

As recently as a few decades ago, private philanthropy was a vineyard worked by a wealthy few. Men and women of colossal wealth, the Rockefellers, the Carnegies, the Jacob Schiffs, et al, almost single-handedly supported many of our greatest educational, cultural and social organizations through their enlightened benefactions.

Life was simpler then. All that was required of the president of Everbroke U., upon seeing the need for a new library building, was a cordial visit with the school's chief benefactor. More often than not he would leave with a six-figure check after learning the donor's preference for Gothic or Grecian architecture. Alas, those days are truly gone forever! Today you could probably count on the fingers of one hand the agencies which can rely solely on such support.

The Mr. Big of American philanthropy—1954 style— is the so-called "little man." Either by himself, or through the corporation where he works or in which he owns stock, he gives the dollars that spin the wheels of American private welfare. This drastic redistribution of the national wealth requires different procedure than the president's bread and butter courtesy call. It has sired the fund-raising campaign, the highly-organized, precision-timed appeal for the dollars of tens of thousands of donors. And with the fund-raising campaign has come the student and sometimes master of its intricacies, the professional fund-raising counsel.

A good member of this new profession can tell you, judging from experience in other campaigns and a knowledge of the vagaries of philanthropists large and small, how, when where and towards whom to direct your appeal. And in a virtual formula, he can list the various elements that will determine the campaign's success or failure.

Role of Leadership

Topping his list of elements necessary for success is "good leadership." Leadership may be defined as the men and women, both lay and professional, who come from the business, political or social community to lend their ability, influence and support to the direction of the campaign.

The importance of good leadership is stressed by Harold J. Seymour, recognized authority on fund-raising and the general manager of the National War Fund which raised more than $300,000,000 during World War II. In describing the War Fund's activities, Mr. Seymour wrote:

"If there is any one point about the organization process that should be stressed above all others, it is undoubtedly the point that everything depends upon the quality of the leadership. Nothing that was learned about organization in all three years of the National War Fund could approach in importance the fact that active and devoted leadership, both lay and professional, was the one sure key to success.

"Nothing was more dangerous, we used to say, than the second-class attention of a first-class man . . . Stuffed shirts may look mighty fine in a laundry, but in a campaign they look too much like a shroud."

With the development of the fund-raising campaign, community leaders assumed responsibility and accepted the all-important posts of leadership. They worked hard at those jobs, and at the same time made a success of their own business careers. Among these men are such names as Winthrop W. Aldrich, Arthur A. Ballantine, James G. Blaine, Lindsay Bradford, W. Randolph Bur-

(Continued on Page 49)

CAMPAIGNING FOR BETTER PUBLIC SCHOOLS

A non-profit agency organizes 8000 committees in four years By **RUTH GOOD,** Editor, "Citizens and Their Schools"

I'M for education BUT . . ."

"I went to that school and if it was good enough for me, it's good enough for today's youngsters."

"Why should old residents pay higher school taxes to build buildings for new residents' children?"

Do these quotations sound familiar? They do to citizens of Fair Lawn, New Jersey, only they have a hollow ring now because they've ceased to be persistent arguments and have slipped into mothballs along with other local anachronisms.

But just about two years ago, they were the pungent clichés in Fair Lawn. They did their bit to defeat a bond issue in that town which was growing faster than any community in the state. Fair Lawn was looking ahead to a jump in registration from 4,400 to almost 5,000 pupils, and was cramming some 1,300 pupils into a high school originally built to handle 650.

It was on October 4, 1951, when referendums for two new schools were defeated in Fair Lawn. One was for a junior high school; the other for an elementary school. The former was defeated by 75 votes. The latter lost by 235 votes.

"I'm-for-education-*But*" forces, alleged extravagances by the Board of Education, the employment of a curriculum co-ordinator, higher taxes—all these were blamed for the defeat. The real story of Fair Lawn and its schools, however, begins with that defeat and ends with a victory—courtesy of a hard-working cross-section of citizens called the Fair Lawn Citizens' School Committee, one of the thousands of citizens' committees all over the nation which are being helped and encouraged by the National Citizens Commission for the Public Schools.

New Referendum

Immediately after the October 4 vote, despondency swept through the Fair Lawn Board of Education; a feeling of anxiety began to grow among school-conscious citizens. Fifteen days later, at the board's first post-election meeting, an overflow audience jammed into the school gymnasium, where the organizers of the Fair Lawn Citizens' School Committee began to ask questions.

"What can we do?" they asked.

"Get a petition for a new referendum bearing 3,000 signatures," replied the board. That was the beginning.

The Committee then got down to grass roots. Regular election districts were used as area guides, with each district headed by a leader.

Petitions were distributed on October 23 and by the time the petitions were submitted to the board, 6,000 persons had affixed their names, assuring the resubmission of a second referendum for the junior high school.

But that was only the beginning. The Citizens' School Committee had learned that the real reasons for the October defeat were an electorate which did not vote, and the confusion between fact and fallacy in the minds of those who did vote. That conclusion indicated the necessity for a four-point program to

(1) Awaken need for more schools.
(2) Combat the misstatements about the schools.
(3) Register all possible voters.
(4) Get out the vote on referendum day.

Every public meeting was sparked by members of the Citizens' School Committee who rose to their feet to defend the referendum. A vigorous newspaper campaign was begun to give people the facts. New residents were registered by the hundreds by School Committee teams and a sample ballot was distributed throughout the town. It was a hard-hitting, thorough campaign and a bitter battle inevitably developed. The School Committee was labeled "an opportunists' group," families were split down the middle.



Roy E. Larsen, Chairman, National Citizens Commission for the Public Schools.

On January 7, the Fair Lawn group took on permanent status, adopted a constitution and by-laws and by midnight of Referendum Day, January 15, the results of their work were known: 5,200 citizens voted, the tabulations gave Fair Lawn a new junior high school by 198 votes. That was the Citizens School Committee's first victory, the one that proved its worth, but there were others that followed. The Committee worked for the adoption of the 1952-1953 School District Budget and for the election of several candidates for the Board of Education. Both projects were successful.

The story of Fair Lawn's success did

not stop at Fair Lawn. Last March, some 65 citizens from more than a dozen other New Jersey communities flocked to a Fair Lawn school auditorium to gain the "know-how" of winning school battles.

The story of Fair Lawn's success is only one success-story of the hundreds which can be found in the citizens' committee movement. Amazing strides have been made by similar committees which have approached school problems with intelligence and will. And although there are many types of citizens' committees now working all over the country, the National Citizens' Committee, after careful study, has become convinced that the most effective citizens' committees have these three characteristics:

1. They are broadly representative of the entire community. They reflect as fully as possible all parts of it, all viewpoints, and all interests—economically, geographically, occupationally, culturally, politically—rather than any one part.

2. They base all their recommendations upon a study of all available, relevant facts. They do not have an axe to grind.

3. They are independent in thought and action, but they always take steps to establish and maintain a cooperative working relationship with the legally established authorities.

These factors are the heart of the citizens' committee movement, a movement in which the National Citizens' Commission has played the role of catalytic agent, encouraging and fostering the organization of committees all over the nation, but attempting in no way to impose any pattern of its own or to have the various committees affiliate with it.

During the four years in which the Commission has been operating, it is estimated that some 8,000 of these committees have sprung up in towns and cities from Maine to California. They are, the Commission believes, indicative of a new attitude on the part of Americans, an attitude that "the Public Schools *are* my business" and of a reassertion of the citizens' primary responsibility for the schools.

Commission Formed

It was this climate of public opinion which the Commission hoped to establish when it was organized as a non-profit corporation back in May, 1949.

The idea for such a Commission was evolved through a series of exploratory meetings held by its 33 members just a year after the end of World War II. Coming from such fields as publishing, business, and the professions, the members had one common concern: the welfare of our Public Schools and the tremendous role the schools would have to play in our expanding democracy.

The conclusion of the members was that there is an urgent need for laymen as well as educators to take part in efforts to improve the public schools; that a broad and active public interest in the public schools must be evoked to achieve the kind of schools which are needed. Encouraged by a group of distinguished educators headed by Dr. James B. Conant, High Commissioner of Germany, and at that time president of Harvard University, and Professor Paul R. Mort of Teachers College, Columbia University, they formed the National Citizens' Commission for the Public Schools.



One of the Advertising Council ads, calling attention to Commission's booklets.

Organized as a non-profit corporation for the improvement of the public schools, the Commission has received financial support from the Carnegie Corporation, the Fund for the Advancement of Education, the General Education Board, the New York Community Trust Co., the Alfred P. Sloan Foundation and the Rockefeller Brothers' Fund.

Advertising Council Support

Early in its life, the Commission set for itself two immediate goals: to help Americans realize how important our public schools are to our expanding democracy, and to arouse in each community the intelligence and will to improve our public schools.

To achieve its first goal, the Commission has received the cooperation of the Advertising Council which has conducted the Better Schools Campaign to dramatize, through advertisements, radio and television spot announcements, the problems and opportunities of our schools. Somewhere in the neighborhood of $4,000,000 worth of advertising has been made available at little cost to the Commission for this program.

Toward achieving its second goal, that of converting interest into action, the Commission has set up a "clearing-house" library, which contains hundreds of actual case histories of what citizens' committees have done in school improvement areas ranging from buildings to curriculum.

Clearing House

Through its active correspondence with hundreds of citizens' committees and with individual citizens who, with no citizens' committees in their towns, are attempting to stimulate an organization, the Commission can often "introduce" one interested citizen to another, or tell one citizen of a committee in a nearby town which could help. Further, through six regional offices serving the New England states, Southern states, Western states, Midwestern states, Rocky Mountain states and Southwestern states, the regional directors can go directly into towns where specific circumstances or problems warrant personal representation and help. In no case, however, does the Commission itself attempt to step in and *organize* committees. That job, the Commission feels, is for the citizens themselves.

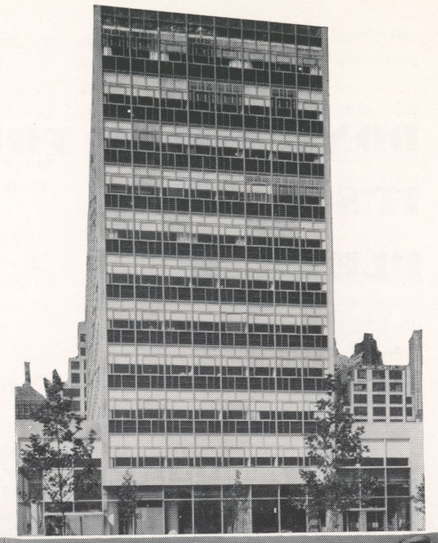
Aware that it is only one of the many national organizations working for the improvement of the schools, the Commission keeps in close touch with leading national organizations.

This cooperation with national organizations, coupled with the Commission's work with the grass roots champions of education, best demonstrate its own efforts to underline the statement of Roy E. Larsen, president of Time, Inc., and chairman of the Commission.

"The problems of Public Education concern *all* of us and it's time for *all* of us to do something about them." ★★★

THE CARNEGIE ENDOWMENT INTERNATIONAL CENTER

New building houses diverse groups By JOAN La ROCHE





Above: The Carnegie Endowment International Center. Below: Discussion by Fulbright scholars on trends in higher education.

THE SKYLINE of New York City has undergone many changes since the end of World War II, but none more important than the cluster of buildings housing the United Nations, erected along the East River between 42nd and 48th Streets. The result is an area now known throughout the world for the style in which mid-twentieth century architectural boldness dramatically symbolizes the political significance of sixty nations united under a charter dedicated to harmonizing the action of nations in the attainment of common ends.

The latest addition to this United Nations neighborhood is the twelve-story Carnegie Endowment International Center, which has become the new home for headquarters or branch offices of thirty-eight organizations heretofore dispersed in various communities and buildings. Organizations whose programs are similar or complementary are now finding it practical and stimulating to be abreast of the programs and progress of agencies similarly occupied with the achievement of international peace and the well being of peoples in many lands.

In 1949, the trustees of the Carnegie Endowment for International Peace voted to close the Washington headquarters of the Endowment in order to concentrate the efforts of the organization in this country in New York City, since a great portion of the Endowment's work was, and is, in support of the United Nations. Shortly afterwards, the governing board agreed with a proposal made by David Rockefeller that the Endowment should erect a building near the United Nations, designed to bring a number of philanthropic organizations together into a center suitable for their administrative needs. The step was taken with the conviction that it would further the basic purpose of the Carnegie Endowment to offer the tenant organizations increased opportunities for more effective service through their proximity to each other and to the United Nations with which some have consultative status and many others have cooperating programs.

Constant Exchange

The International Center was recently dedicated in a ceremony to which President Dwight D. Eisenhower, Secretary of State John Foster Dulles, and United Nations Secretary-General Dag Hammarskjold sent messages emphasizing the important potential of the project, and their faith in its future contribution to world understanding. Even before the official opening, there was clear evidence of the Center's value. The staff members of organizations with administrative offices in the building are increasing their knowledge about their own respective fields through formal and informal exchanges. Peter Weiss, Executive Director of the International Development Placement Association, active in technical assistance personnel work, has put it this way:

"Like other organizations in the building, we have many friends abroad who come to New York on United Nations business or to visit the U.N. The hospitality of an office—a desk, a typewriter and telephone—is often as important to these hard-working men and women as the hospitality of a home. In the past they have too often suffered from the absence of such facilities. I suspect that the Carnegie Center will eventually become known as a home away from home in many corners of the globe."

As it has become almost commonplace to see United Nations Delegates conversing in the corridors of the U.N., it is also becoming a familiar sight to see the leaders of outstanding private organizations meeting informally in the lounges or conference rooms of the Carnegie Endowment Center. For example, recently Sir Arnold Toynbee of the Royal Institute of International Affairs and Professor James T. Shotwell, President Emeritus of the Carnegie Endowment for International Peace, met in the building for an interview which was televised to many cities in the United States. The organizations with which these men are respectfully associated

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DON'T THANK THEM — IT'S A PLEASURE

Amateur theatricals with professional guidance have a long history of success By LAURA E. DATE

THEY DIDN'T look very much like wives and mothers; they looked like fancy high-stepping chorus girls and they were doing a good job—kicking out in perfect rhythm, an eye-catching picture in their brilliant dance-set costumes. As they whirled offstage one pretty chorine pulled off a glittering tiara, made a dash for the telephone and called her baby-sitter to check on things at home. Things were fine.

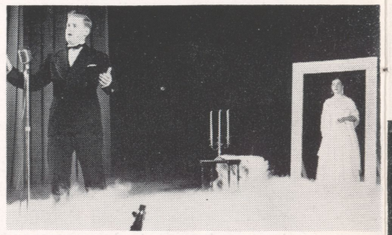
"I was worried," she explained. "The baby had a cold. I'm glad he's all right. I didn't want to miss the cast party—this is more fun than I've had in ages!"

Everyone else was having a good time, too. It seemed to me it had been a long while since I'd seen so many happy faces. But what topped it off—these people weren't out for a good time. Maybe they were having one, as it turned out; but the reason they were here, doing what they were doing, was charity!

But there was charity with a new face. Not holding her hand out everywhere you turned—not with a speech about duties and obligations. Here was charity with a smile on her face—and although the obligations had not been removed, and the hand was still out, with that pretty smile you could hardly feel her "touch" on your wallet. It was philanthropy without pain.

The scene was Summit, N. J., last December; the occasion was the fifth annual "Follies" put on by the women's auxiliary of Overlook Hospital. After the receipts were in and balanced, the women's auxiliary netted more than $11,000, all of which will be spent in 1954 for linens and other much-needed supplies for the hospital.

What happened in Summit is happening in a lot of places—more all the time. It happened in nearly 200 towns and cities in the United States and Canada last year. Organizations raising money for worthy causes found they could do it without asking anybody for anything he didn't want to give—with more fun and more money, too!



Professional Help

The reason can be traced to an organization run by a man who 25 years ago discovered what most amateur shows lack: the professional touch of the theater. Jerome H. Cargill, a theatrical booking agent up until then, decided he would turn his hand to this totally unexplored end of show business. He would seek out amateur groups trying to raise money for good causes, and show them how to put on a really finished stage performance with colorful costumes and scenery drops, good music and fast-paced numbers, with professional direction and staging.

The plan worked out fine. These days, the towns seek out Mr. Cargill, who it is estimated has made more than $12,000,000 for charitable causes through his shows since he originally conceived the idea.

The money made in Cargill productions has bought iron lungs, ambulances, furnished hospital wings, set up children's milk funds, nurses' scholarships, and contributed to innumerable worthy causes—guidance clinics, children's speech correction schools, just to glance over the surface. Dozens of groups depend on the shows for an annual fund income. Hospital aid groups in small cities such as Ada, Okla., Albany, Ga., Manchester, N. H., and Edmonton, Alberta, make from $5,000 to $10,000 a year for their special projects. The Winston-Salem, N. C., Arts Council takes in a profit of more than $20,000 every spring to support its activities.

The agreement under which Cargill produces the shows—all, incidentally, for groups sponsoring philanthropic enterprises—is foolproof for the local organization. The local people are guaranteed against loss—that's down in the contract. Beyond that the terms vary somewhat with the size of the organization and the city, but the agreement at Summit is typical: the Cargill organization gets 50 per cent of the net profits up to $2,000, and the hospital group gets the rest. Cargill furnishes the director, the costumes and scenery, complete musical score, rights and permissions—everything, in fact, but the talent and the orchestra.

The director is one of a staff of about 25 Cargill men well-backgrounded in theater know-how; many of them have had acting and directing experience in radio, TV, movies and the stage. Peter Fluornoy, who directed the Summit show, has been with Cargill for the past seven years and operates a theater near Wilkes-Barre, Pa., during the slack summer months.

"The thing that amazes us every year," says Mrs. J. P. Howard, co-chairman of the Summit show committee, "is the way we get together a show that looks like a really professional job—in three weeks! You wouldn't dream it was possible if you could see the raw recruits!"

The secret is, apparently, that once people get out there under the guiding hand of a good director, and find out that it's a whale of a lot of fun—they lose their stage fright; routines smooth out; and on the night of the performance, their enjoyment and enthusiasm infect the audience. The shows invariably go over with tremendous plaudits from the people and the local newspapers.

In addition, the directors know how to work with amateurs who may be shy and afraid to take a chance on making fools of themselves. They know how to encourage them, and give them routines that look wonderful behind the footlights but actually are exceedingly simple to do. They give them costumes with plenty of feathers and spangles. They work in as many choruses as possible—both singing and dancing—so the cast members can gain confidence from each other.

The result? Comments such as this one from the Atlanta, Ga., *Constitution* on the "good work of the Follies: not only does it raise money for a four-fold child welfare program, but it brings people together, introduces new people, old and new friends mix and mingle, work hard, play together and all for a good cause." And an editorial in the Winston-Salem *Twin City Sentinel* that "supporting the Arts Council Follies was just about the pleasantest way imaginable to contribute money to a worthy cause . . . most professional Broadway shows would come off second best by comparison."

How are shows like this produced in just three weeks—with casts that often number over 200 and are made up of busy men and women with community, family and business obligations?

I asked Mrs. Howard and her co-chairman, Mrs. Walter E. Gude, to give me a case history of the way they did it in Summit—where, incidentally, the hospital auxiliary show makes $10,000 to $14,000 every year.

Left and below: Two scenes from the Edmonton, Alberta, 1953 Follies.



"We started giving the Follies five years ago when we went out on a limb and pledged $12,000 for the new hospital wing," said Mrs. Howard, "So we *had* to make more money. Before that we used to take in about $3,000 a year on some perfectly awful card parties we used to give. One of our members had seen a Follies in Montclair, N. J., and that gave us the idea to contact Mr. Cargill and do one ourselves. We made $12,000 that first year. Since then you can't separate us from our Follies!"

Last year, the Summit auxiliary got the groundwork under way in the spring. They met with Mr. Cargill in April to discuss their advertising campaign. They mapped out a drive to start in June, before the slack vacation months started, and local merchants were solicited for contracts for the show programs.

At the same time, the program committee got started on the layout and design of the show programs, and a talent committee laid preliminary plans for recruiting people for a "talent party" in the fall.

These committees were more or less dormant during the summer months. They re-activated in September and held their first meeting with the director, Mr. Fluornoy. They discussed the type of show to be held—usually a musical revue—and the kind of numbers to be included, as well as such other phases of the show production as the ad campaign, show patrons, program and talent drives.

The Summit show is always held the first weekend in December, but they allow an extra week for the Thanksgiving holiday—so Mr. Fluornoy arrived on November 10, and "talent night" was held the same evening. Invitations had been sent out previously.

"When we started giving the shows, it was hard to get people out. Now our problem is *keeping* them out—or at least, keeping talent night from being a madhouse," said Mrs. Gude, whose husband and teen-aged son were in the cast this past time. "Everybody wants to get into the act."

Hundreds Participate

The director finally chose 210 cast members after simple tryouts to show what they were best adapted to do. After that the show went into rehearsal—which for the director meant rehearsals every afternoon, every evening and nearly every day up until the opening night (it ran two nights). But for the participants, it meant rehearsals of a half-hour each, two or three times a week. That's all—and that's where the professional know-how comes in, to be able to organize more than 200 people wearing perhaps 250 costumes (each made up of several parts) appearing in, say, 25 numbers—and make it all come out right.

"But somehow it does, despite little jealousies and occasional fits of temperament and all the other things that can come up to create temporary crises," Mrs. Howard reported cheerfully.

Does the Follies disturb any other

(Continued on Page 52)

BORN TO BE PRESIDENTS!

How and why did Arnaud C. Marts make his career philanthropic fund-raising? By MADELINE GEORGE

THE FINAL "s" in the title is not a typographical error, for this sketch is about a man of our generation who is normally president and leader of three or four enterprises at a time. As author of the book "Philanthropy's Role in Civilization," from which this magazine published a chapter in its last issue, we are sure our readers would want to know more about Dr. Arnaud C. Marts—particularly why he has devoted his active career to fund-raising for philanthropic purposes.

Besides being president of Marts and Lundy, Inc., the fund-raising firm which he and Mr. George E. Lundy established in 1926, Dr. Marts is currently president (1953-4) of the American Association of Fund-Raising Counsel. Marts typically disclaims any credit for having been elected president, as the office rotates annually. "Just stay alive for twelve to fourteen years and, if you head one of the member firms, you'll eventually be president of the Association in your turn," he says.

His third presidency just now is heading the Board of Trustees of Woods Hole Oceanographic Institution of Cape Cod, Mass., America's outstanding center of research in the sciences of the ocean.

He also serves as vice-president of the American Leprosy Missions, the interdenominational agency which raises three quarters of a million dollars a year to be used by the Christian missions in service to victims of leprosy.

Another example of Dr. Marts' "voluntary overflow" is his service as vice-chairman of the Board of Trustees of Wilkes College, Wilkes-Barre, Pa., a thriving institution which he helped to create twenty years ago.

President of Bucknell

As the result of a friendship established when he raised a large sum of money for Bucknell thirty years ago, Dr. Marts was persuaded to join Bucknell's Board of Trustees. When a vacancy occurred in the presidency he was elected before he was consulted, at a board meeting he was unable to attend. Although he refused to give up his own work as president of Marts and Lundy, Inc., he was persuaded to accept this active presidency until a new president could be found. He agreed to spend Thursdays and Fridays on the college campus, keeping his business in New York and home in New Jersey.

INDIVIDUAL RESPONSIBILITIES

More and more I have come to feel that if ever there should arise in America a lazy or thoughtless generation which would be content to allow a powerful government, rich with fabulous tax levies, to lift the responsibilities of community betterment from the shoulders of local citizens, it is likely future historians would record that the generation marked the beginning of the decline of the power and usefulness of this nation.

ARNAUD C. MARTS in "Philanthroy's Role in Civilization"

One day, at the weekly chapel service, a student stepped up to the platform and confronted Dr. Marts with a petition signed by each of the 1200 students and 120 faculty members urging him to drop "acting" from his title. Moved by this expression of affection, he agreed to remain as their president, with the understanding that he would still give only two days a week. He served this way for ten years from 1935 to 1945.

After Pearl Harbor, Admiral R. R. Waesche, commandant of the U.S. Coast Guard, called Dr. Marts to Washington and made him Chief of the Temporary Reserve Division of the Coast Guard. with the rank of Captain. Although Dr. Marts still retained presidency of Marts and Lundy, Inc., his associate Mr. George Lundy, took over many of his duties during World War II. During this time he was still somehow president of Bucknell University.

From the conclusion of World War II, Dr. Marts has been giving maximum time to his work as president of Marts and Lundy, Inc. Also he has been able to complete his book "Philanthropy's Role in Civilization" which was started before the war.

Dr. Marts is sparse but remarkably concise in his verbal expression. With this general introduction out of the way, his answers to our questions are much better than anything that might be written in the third person.

"Dr. Marts, how did you happen to choose fund-raising as your life work?"

"I didn't. It selected me, I guess, or rather, we stumbled into each other. When I graduated from Oberlin College in 1910, there was no such profession as fund-raising. Even if there had been, I would have been the least promising of the 1910 graduates, for I was shy, green, and would have been terrified at the thought of a life of fund-raising."

Question: "Well, how did you and fund-raising stumble into each other? Fund-raising still is not a profession for which we train in college. Perhaps your experience will be informative to others in this field."

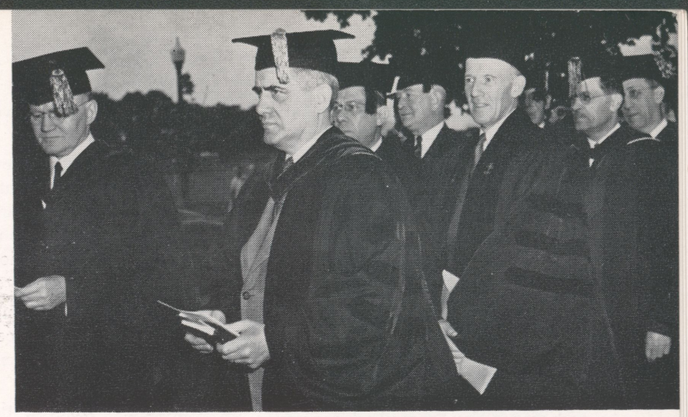
Dr. Marts: "I wanted to make my life useful to my generation and had no soaring ambition for money or power. My father was a Congregational minister. Both he and the college I attended stressed service. 'A brotherhood of men under the fatherhood of God,' was the ideal in our home and in the college. When the YMCA offered me a job as Boy's Secretary in Pittsburgh, I accepted. There I stumbled into fund-raising, for my boss and General Secretary was the late Lyman L. Pierce."

Question: "Who was Lyman L. Pierce?"

Dr. Marts: "He and Charles S. Ward, another YMCA Secretary, had just a few years previously created the modern 'Whirlwind Campaign' method of fund-raising which was bringing in breath-taking sums for religious philanthropic causes. Those companies were as thrilling and exciting then as a World Series of today."

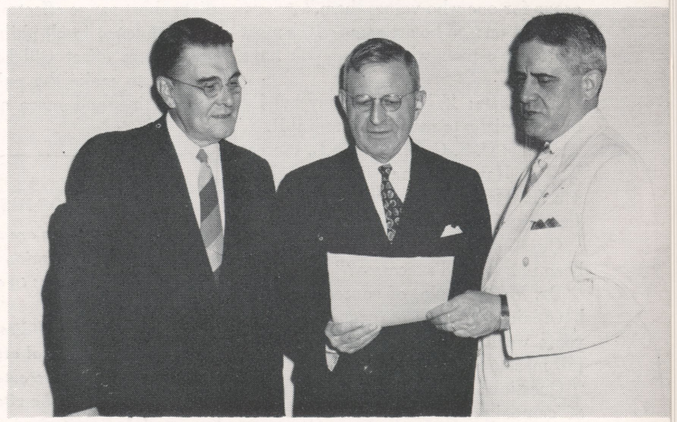
Question: "Then what happened?"

Dr. Marts: "I got into many campaigns for the Pittsburgh Y and was pushed along fast by Lyman Pierce. Then he left to become General Secretary of the Y in San Francisco. I moved over to the Standard Life Insurance Co. of Pittsburgh, where its president, John C. Hill, pushed me along so fast that I was soon vice-president. But meanwhile World War I was building up and several great national campaigns were under way. The leaders of these movements sent for Ward and Pierce to rush to Washington and make use of their 'Whirlwind Campaign' methods—Herbert Hoover for the Food Conservation Campaign, Henry P. Davidson for the Red Cross, John R. Mott for the YMCA; and Lyman Pierce pulled me along with him."





In three of his many roles President Marts, above center, at the 1942 Commencement Procession of Bucknell University with Dean Riverburg left, and Dr. Sayres; Right, as a Captain in the U. S. Coast Guard receiving the Navy Commendation Ribbon from Admiral R. R. Waesche, Commandant of the U. S. Coast Guard, "For exceptionally meritorious conduct in performance of outstanding service to his country . . ."; Below: At the opening of a Marts and Lundy Inc. staff and training conference with Vice Presidents Louis M. Robey and George E. Lundy.



Firms Started

Question: "Is that when our fund-raising firms were started?"

Dr. Marts: "Yes, many of them. In January 1919, Pierce and Ward organized the fund-raising firm of Ward, Hill, Pierce and Wells. In addition to these four senior partners whose names were in the title there were three junior partners— C. H. Dresham, Olaf Gates and myself."

Question: "Was that the first fund-raising firm?"

Dr. Marts: "No, there are two older firms that I know of—Will, Folsom and Smith and the American City Bureau. Both had been organized a few years previously. The firm of John Price Jones was organized a few months after ours in 1919, I believe."

Question: "How many fund-raising firms are there now?"

Dr. Marts: "There are thirteen firms that are members of the American Association of Fund-Raising Counsel and a great many others which have not yet met the accrediting requirements, either because they are not old enough or for some other reason. It is interesting to note how many of the present firms grew out of that firm which we created in January, 1919. The original firm is

now named Ward, Wells, Dresham and Rinehart. From that original firm have proliferated Pierce, Hedrich and Sherwood, Inc., Marts and Lundy, Inc., Tamblyn and Brown, Ketcham, Inc. and Beaver Associates."

Question: "How do you find competent men for your fund-raising staff; are there better methods than the 'stumble into each other' method of your entry into the work?"

Dr. Marts: "We don't find them; they find us. We have many applicants each week. Yes, the methods for screening, teaching and training men in fund-raising are more effective then they were thirty years ago but the American Association of Fund-Raising Counsel should do a lot more in setting up general processes of recruiting and training permanent fund-raising personnel."

Question: "Are you glad that you and this career have stumbled into each other?"

Dr. Marts: "Yes, it is a thrilling sort of work, each campaign is a game in itself, each crisis brings its own challenge and each victory its own satisfaction. Through it all one feels that one is helping to create a better world. The financial rewards are adequate for one who is not money-crazy and the spiritual and cultural rewards are most generous for one who values them."

Question: "Who are some of the most memorable men with whom you have worked?"

Dr. Marts: "There are many but I'd like especially to mention Admiral R. R. Waesche, U. S. C. G., Lyman L. Pierce, Will H. Hays, Marshall B. Dalton, Myron T. Herrick, Governor Arthur H. James and Senator Andrew Sordoni."

Question: "Have all your campaigns been unqualified successes?"

Dr. Marts: "No, of course not. We have laid our quota of 'eggs.' Over the years we have achieved at least 80% full measure."

Question: "Is there any one feature of campaigning which you regard as being especially vital?"

Dr. Marts: "Yes, a cause with a high purpose and leaders thoroughly dedicated to the purpose."

Question: "Do volunteers ever exhaust you?"

Dr. Marts: "Only in reverse. The harder they work, the less my work exhausts me."

Question: "Do you find that many institutions lose money by failing to budget a campaign adequately?"

Dr. Marts: "Indeed yes. Some turn back before the cumulative program develops full power."

Question: "You and several men like yourself have done a great deal to bring dignity to the fund-raising profession. Have you any suggestions to make as to how professionals in non-profit agencies can receive greater respect?"

Dr. Marts: "By setting high ideals and standards of practice and dedication; then standing by them, even at loss of remuneration.

Question. "Do you think there is room for philanthropic groups throughout the country to cooperate more fully?"

Dr. Marts: "This is a good question, which requires a very selective answer. Cooperation to accomplish better results is good. Cooperation just to "eliminate appeals" may prove harmful to genuine public interest and compassion."

Question: "Do you feel that investigations of schools, churches and foundations and investigations of charity rackets are discouraging support to creditable institutions?"

Dr. Marts: "Investigations of churches, foundations and schools have little or no effect on giving to creditable institutions, but investigations of charity rackets will probably have an immediate short range effect of shaking public confidence in all philanthropy. The long range effect will be, I hope and believe, to make the public more discriminating and more appreciative of the institutions which are serving the public well."

Question: "In your book you envision an ever increasing mission for philanthropy. What major steps do you feel should be taken immediately to accomplish this mission?"

Dr. Marts: "We should always keep before us the concept of voluntary philanthropy as an indispensable element in American freedom."

Question: What is required to make the public more fully appreciate the gigantic role which philanthropy plays in our lives?

Dr. Marts: It is largely a question of identification. There hasn't ever been a real attempt to do the job.

Father A Minister

It is not surprising that Arnaud C. Marts is interested in religious and church work for he was born in a parsonage of the Congregational Church of Reeds Corner, N. Y. where his father was a minister.

Marts married Ethel A. Daggett of Whitehouse, N. J. in 1920. She died in 1953. They had no children. He is a member of the Broadway Congregational Church in New York City and also holds membership in the Council of Foreign Relations, the University Club of New York, the Army and Navy Club of Washington, Town Hall Club, the Sons of American Revolution, the American Legion, Amvets and the English Speaking Union.

Except for the service he gives these organizations, Dr. Marts devotes himself largely to his work, especially the creative aspects of it. He does manage, somehow, to do considerable reading and is fond of traveling. Two years ago he made a six-day tour of Alaska, traveling 12,000 miles. In December, 1953 he made a seven day visit to Hawaii—a trip of 13,000 miles.

But do not be surprised if he embarks on another tour at any moment—an additional tour of duty in another presidency! ★★★

TWO KINDS OF HISTORY

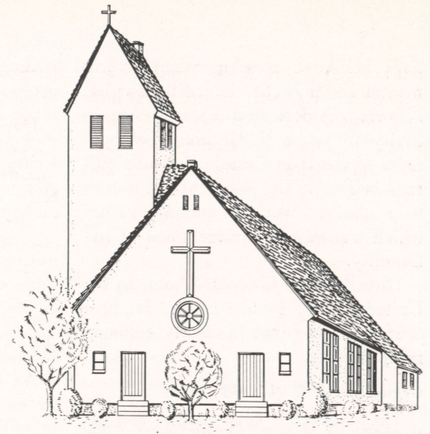
Our histories are written by students of politics, of government, of militarism, of economics, of commerce. Little is said about the generous efforts of private citizens to establish voluntary institutions for the service of their fellows.

Yet these self-directed private citizens—acting of their own free will—have been the real artificers of our Republic. The self-sustaining agencies which they have created have been constantly pumping into the body politic transfusion of the vital lifeblood of morality—true liberalism and enlightened humanitarianism—without which the body would inevitably deteriorate.

ARNAUD C. MARTS from introduction to "Philanthropy's Role in Civilization"

ONE MAN RADIO CRUSADE

The Wooden Church Crusade—a campaign case history By JOHN MANNERS



First Protestant Church donated by The Wooden Church Crusade, now being built in Berlin-Britz.

IN THESE DAYS of super-efficient, stream-lined fund-raising strategy, Fulton Lewis, Jr. won a surprising victory for simplicity with a direct appeal in behalf of the Wooden Church Crusade. Though a relative newcomer to the field of national philanthropic service, and a man who is primarily known for his incisive though controversial news analysis radio programs, his achievement will surely affect campaign techniques.

He has demonstrated that it is possible to raise almost $400,000 singlehandedly for a new unheralded cause through fifty brief but straight forward radio appeals to the hearts of people. Some 35,000 gifts were received for this interfaith campaign to construct a chain of 49 modest churches in West Germany. Though the campaign is not yet completed, the construction of the churches, each to cost approximately $25,000, has begun.

THE WOODEN CHURCH CRUSADE began without any constituency. Perhaps even more unusual is the fact that the Crusade thrives though it started without any campaign budget.

The Crusade was an idea in one man's mind. Its founder is Baron Henning von Royk-Lewinski, a German Lutheran layman who served as an officer attached to Rommel's forces in North Africa during the War. In the chaos of postwar Germany, he became convinced of two primary necessities for the younger generation: the spiritual rebirth of his homeland symbolized by the reconstruction or replacement of his country's ruined churches, and a strong bond of understanding between Americans and the free people of West Germany.

Von Lewinski had come to the United States in 1950 with the help of German churchmen, the approval of U. S. occupation authorities and the blessing of Pope Pius XII. And yet by the time he first met Fulton Lewis, Jr., more than a year later, the Baron had every reason to be discouraged. He had been received with courtesy and friendship by hundreds of Americans, but had received little help. The prospect of rebuilding war-ravaged churches with American assistance appeared dim indeed, until forthright leadership was enlisted.

Column Brings Help

Fulton Lewis, Jr. met von Lewinski through a mutual friend at a time when the undiscouraged Baron was continuing indefatigably to seek interest for the Crusade. Like others, Lewis heard the Baron's plan. Unlike most others, during travels in Germany he had seen the terrible devastation war had brought upon German churches. The prospect of a new generation of Germans, after a decade of Nazism now exposed to the clash of opposing propagandists, without the advantages of religious worship and training, struck a chord of insight.

Lewis devoted one issue of his syndicated column, WASHINGTON REPORT, to a description of The Wooden Church Crusade idea. The article was published in many newspapers under the heading *Why Not Try It?*

One of the readers of the column was a young Wisconsin business executive who wrote Mr. Lewis to find out more about the Crusade. He was Richard A. Kinzer, president of Burlington Mills. Kinzer invited Baron von Lewinski to visit him. The result was incorporation of The Wooden Church Crusade in Wisconsin with a respected Board of Trustees, great hopes and no capital. Richard B. Skeen, a talented young Milwaukee advertising copywriter, wrote a brochure which remains the basic statement of the Crusade's objectives. Baron von Lewinski was invited to speak befor a number of church and lay groups. Although some contributions were received, reconstruction of churches in West Germany facing the Iron Curtain seemed remote.

Lewis Takes Action

Thus matters drifted until in August, 1953 Fulton Lewis, Jr. accepted the post of National Chairman for The Wooden Church Crusade. His first step was to make a personal visit of four weeks to West Germany. As a working reporter he broadcast the story of Eisenhower food packages being distributed to East Zone Germans in West Berlin. While there he proceeded to make certain that The Wooden Church Crusade could accomplish what it set out to do. Lewis interviewed Bishop Otto Dibelius, who as head of the united German Evangelical Church is the Protestant primate of all Germany. He had a long talk with the Catholic leader of Berlin and Brandenburg, Bishop Wilhelm Weskamm.

He found that von Lewinski's plan had foundation in unprecedented need. Forty-five per cent of all German churches had been either totally demolished or damaged beyond usefulness through military action. While the Germans themselves valiantly sought to restore and to patch the ruins, the need was overwhelming. Omnipresent Communist propaganda challenged the mo-

tives behind every American governmental action. The chance to marshal *voluntary* American aid was an opportunity to prove to Germans on both sides of the Iron Curtain that our citizens believe in the power of religion to help rebuild a world of common values which transcend considerations of nationality.

Directly upon his return home to the United States, Fulton Lewis, Jr. proceeded to discharge his newly assumed responsibility.

Organization Within 48 Hours

The National Chairman's method was admirably direct. In a long telegram to friends and associates throughout the country he told his personal impressions of the situation in Germany and asserted that a single church costing a maximum of $25,000 could and should be erected in the name of each State of the Union and the Federal District of Columbia. During the next two days he received replies from scores of Governors, Senators and distinguished national leaders who telegraphed their willingness to serve as Sponsors.

Equally auspicious for the future of The Wooden Church Crusade were affirmative answers from the heads of major national service organizations offering to take active supporting roles. Among the major bodies represented were the American Legion and its Auxiliary, the United States Junior Chamber of Commerce, the Loyal Order of Moose, Veterans of Foreign Wars, and the Daughters of the American Revolution.

The rest has become philanthropic history. Lewis has stated that no one can give too much and no gift is too small, since he seeks to gather support from every individual who will respond without any trace of high pressure appeals. No international drive without a large body of devoted volunteers has ever yielded comparable results. At this writing, prior to State efforts for completion of the modest quotas, approximately 35,000 gifts sent to the Crusade headquarters in Burlington, Wisconsin, during the last thirteen weeks of 1953 totalled more than $380,000. All came as the result of brief appeals by Lewis to his radio audience during October, November and December, 1953.

An example of a typical appeal delivered on November 25th, follows:

> Local units of many great national organizations continue to show growing interest in the Wooden Church Crusade. Here are a few bulletins, only a few of hundreds which we hope and trust will multiply to bring about the chain of simple churches—Protestant, Catholic and Jewish—in West Germany facing the Iron Curtain:
>
> The Rotary Club of the Tarrytowns in Westchester County, New York State, recently observed its 33rd anniversary. On the occasion this Rotary Club unanimously voted to give the Wooden Church Crusade thirty-three dollars—one dollar for each year of its service to the communities in the area.
>
> On the same day, Monday of last week to be exact, 3,000 miles further West the regular meeting of the Business and Professional Women's Club in Grant's Pass, Oregon, voted to send a check to Wooden Church Crusade headquarters in Burlington, Wisconsin, in the amount of forty-nine dollars—one dollar for each of the churches intended to serve as symbolic representatives of the forty-eight States of the Union and the District of Columbia.
>
> Nobody should get the impression that all this group activity, however welcome and necessary to carry out the Crusade's objective can take the place of solitary individual participation—the person-to-person aspect so important in this concept of offering each citizen an opportunity to make his and her voluntary contribution in the world struggle against Godless totalitarian tyranny.
>
> Every day now between four and five hundred checks and postal money orders are being received at Wooden Church Crusade headquarters in Burlington, Wisconsin. In my opinion the well over eleven thousand people who have contributed thus far represent those Americans who believe most strongly that ultimate victory for the forces of decency over Communism must be won in the realm of the human spirit under Divine guidance. I hope that many more will join the Crusade in the crucial days immediately before us.

The campaign has now entered upon a new phase in which leaders in every State will call upon citizens to complete the quota for their church. Part of the preparations for State campaigns is a certified audit showing all income and expenditures, which are believed to be unusually low as a result of a minimal staff expense. Baron von Lewinski serves as executive director on a modest expense allowance and is now arranging for actual programs of church construction, which is another absorbing story. Plans for the first two churches to be erected at Britz under the aegis of Bishop Dibelius, and at Trauenreut in Bavaria, under Cardinal Wendel, are now being completed.

It was not possible to hear the Chairman's radio appeal during the last few months of 1953 and remain unimpressed with his conviction that The Wooden Church Crusade possesses overriding importance. A deeply religious man himself, Mr. Lewis brought a genuine enthusiasm which is lucid and persuasive. Listeners felt, and frequently wrote, that participation in the effort is a privilege of free men desirous of sharing their blessings. Their generosity proved much. Their continued response will surely complete the creative work of building a chain of churches facing the Iron Curtain. It will be testimony to the power of an idea, and to the belief of the American people in a spiritual view of life. ★★★

At left: Mr. Lewis and Baron von Lewinski examine locations of first churches to be constructed in West Germany under auspices of The Wooden Church Crusade. Center: St. Peter's Church in Wurzburg, Bavaria, before the havoc of the Second World War. Right: St. Peter's Church after devastation of bomb attacks.



STARTING A COMMUNITY TRUST

Why, when and how to establish a community trust By STANTON BELFOUR

How does a community inaugurate an agency for capital giving which means lasting gifts of varying size from different sources for the ultimate improvement of the area?

First, let it be understood, that communities in the United States of America are no longer confined to town and country life, but rather are spilled over more than 80 metropolitan areas which sometimes cross state lines. New Jersey has been called an appendage to New York and Philadelphia: New York attracts workers from several states; "Chicagoland" covers a wide area: and Pittsburgh, as the Upper Ohio Valley capital, is really the metropolis of Western Pennsylvania, part of West Virginia, and some of the eastern countries of Ohio. Many of these metropolitan areas have community foundations. There are now more than 100 such foundations.

It has been determined that certain factors weigh heavily in the organization of a community trust, which in itself has its own pattern of organization.

The public should know that a community trust, really a community foundation, has four main features:

1) It is the union of different funds given at different times by different people and often for different purposes;
2) Its trustees are corporate fiduciaries, which mean banks, open each working day, and whose business is the management of money;
3) Its board is appointed by civic and private bodies which assures understanding of community needs. These boards serve in rotation fashion as non-political appointees and volunteers. Their work is the management of distribution; and
4) Its structure by declaration of trust permits the board to substitute beneficiaries if and when the original purpose becomes outmoded, unnecessary, impossible, or undesirable.

With this flexible basis the donor has three options in making a lasting gift for the community:

A) To designate all beneficiaries—namely church, college, hospital, Chest, Red Cross, Salvation Army, *et al.;*
B) To name the field of giving, such as child care, boys' clubs, camping, music or nursing education, cancer research, *et al.;* or
C) To trust the community foundation and give without designation as to field or beneficiary. This really is the wisest course because experience has proved that no one alive can envision the needs of tomorrow. Most of the compelling causes in a community are seldom endowed. Free money for emergency needs is highly desirable.

A donor to the community trust idea can use one of the above methods, or a combination of them, permitting use of principal or income, or both, to serve the needs of his town or area.

Preliminary to these ideas of community trust structure and the donors' opportunities there must be a climate in an area for the successful development of the community trust idea. The following exposition would appear to be in order:

1) There has to be a community of *some wealth* to enable *inter vivos* or testamentary giving whether it be in four, five, six, or seven figures.
2) There has to be a tradition for *belief in the town* or metropolitan area—else why should anyone want to improve present conditions?
3) There has to be a *group of people*—banks, community leaders, social workers, lawyers, *et al.*, who are ready as a team to assess the problems to be met and to be imbued with a will to acquire funds which can produce income for the improvement of the community.
4) There has to be a key man or woman—an *executive* who will give full time or some kind of service beyond the call of duty (if other services are demanding)—to spark the idea. Unfortunately, there are already too many moribund community trusts in cities where an officer in a bank has a file in the lower left-hand drawer or a chamber of commerce or community chest executive has a folder in a remote file. The community trust idea requires day-by-day cultivation. The successful community trusts have full-time executives.

STANTON BELFOUR is the Director and Secretary of the Pittsburgh Foundation, one of the countries leading Community Trusts. He has been with the Foundation since 1945.

He is also presently Consultant to the Howard Heinz Endowment; and Secretary of the Pitcairn-Crabbe Foundation.

He is a Trustee of the Western Pennsylvania Historical Society, and a Director of the Pittsburgh Symphony Society.

5) There should be careful evaluation of the idea for the *area to be served* before the community trust is initiated. Experts from other places can be consulted, but the leadership has to be local. Help can be given by the established community trusts and the National Committee on Community Foundations, but the real work of local planning must be done locally by local people.

6) There needs to be *joint support* of local chest and council of social agencies, bank and industrial leadership, first citizens in the best civic sense, leaders of the bar, the court of probate and other judges, local government officials, and the entire social welfare community. Local colleges should also be interested because they are often leading beneficiaries of community trust giving.

7) There should be some *gifts to start* the work. It helps considerably to form the trust with several funds established at the outset—even if it requires ten citizens to give $1,000 each to form the corpus of the first fund. While some community trusts have been founded on faith, it helps to have dollars in the till. It follows that press and publicity notices cannot go on indefinitely featuring an idea *per se*. People are impressed with dollars at work to improve a community.

8) There should be a *formal ceremony* for the debut of the idea with complete public relations coverage. This event can be a banquet or meeting with prominent citizens (including those of means) and local or imported speakers.

9) There must be understanding that there is *a lag* between the origination of the community foundation and the actual distribution of grants. People are often reluctant to give hard earned cash to a new organization. Most people cannot or will not give away large sums during their lifetime. Accordingly, testamentary giving is the chief source of new community trust business. Generally a decade or more years will pass before the donor, and often one or more life annuitants, will have died. There is also the lag between the inception of the community trust and the time of its own self-sufficiency.

10) There are sometimes local charitable *funds created long ago* which may be outmoded in purpose (free fuel to poor, milk and ice funds for mothers, or general palliative gifts) by governmental assistance programs and which, with court approval, can be assigned to the new community trust for distribution.

11) There are sometimes *local charitable agencies and institutions*, such as orphanages or shelter groups, which decide to dissolve. Their remaining assets can, with court approval, be given to the new community trust, which is an excellent vehicle to preserve the name and continue the purpose.

12) There are always *local people of stature* who can be memorialized by the creation of an open-end trust for annual and recurring giving in lieu of flowers and other types of memorial giving.

13) There should be appreciation by the trustee banks and their officers that community trust business is *permanent trust business* for the bank and the community. Lawyers and banks are often in the habit of disbursing estates quietly. They are soon forgotten and liquidated. The community trust plan keeps names and purposes before the public and assures a steady flow of income for the needs of the community. One such gift can attract another.

14) There should be a complete understanding that the community trust is *not duplicating* the community chest. The latter organization solicits money for day-by day operations of community agencies. Also, the larger foundations are not interested generally in making small grants for needs around the town. Accordingly the community trust is not an interloper between large giving and operating giving for community needs.

15) There is no *set pattern* for launching a community trust, but the foregoing ideas and devices have been used with varying success in a number of places. The community trust idea is community planning for today and tomorrow. People sweat blood to make money. Surely some equal attention should be given to its distribution. There has been entirely too much unplanned and haphazard expenditure of the wealth in many of our cities and towns.

A community trust can provide emergency dollars for new boilers in youth agencies, purchase of case work services, a bookmobile for the library, a new shell for the symphony, social work fellowships, scholarship aid, new hospital equipment, repainting a children's home, teaching aids for blind and deaf children, expenses for conferences, camping facilities, services for shut-ins, clinic subsidies, community planning studies, or office equipment for the visiting nurses. All these and hundreds of other grants can mean much to a community with a community trust.

Many gifts are required to produce a million dollars. But the record of community trust development in Boston, Providence, Hartford, New Haven, New York, Buffalo, Philadelphia, Pittsburgh, Winston-Salem, Spartanburg, Flint, Cleveland, Indianapolis, Chicago, San Francisco, and other places is living testament for local improvements in all phases of charitable endeavor from more than a thousand separate community trust funds.

The laying of the keel is even more important sometimes than the launching of the ship. ★★★

Community Trusts

With the establishment of community trusts in Atlanta, Georgia; Flint, Michigan; Newark, New Jersey; and Stanford, Connecticut; the number of trusts in this country has passed the hundred mark. Their growth was accelerated by the formation in 1949 of the National Committee on Foundations and Trusts for Community Welfare which is located at 10 South La Salle Street, Chicago 3, Ill. Frank D. Loomis, Secretary, can be contacted for printed material and other information.

Philanthropy BOOK SECTION

Reviews . . .

Tax Planning for Foundations and Charitable Giving

By William J. Casey, J. K. Lasser, and Walter Lord
Business Reports, Inc.: $12.50

Taxes as they apply to philanthropy are no simple matter. The agency executive and board member must become experts today if they are going to keep up with modern fund-campaign techniques. This book is designed to provide a down-to-earth manual for people who are directly connected with benevolence, and to aid the individual and corporate donors who wish to get the most out of their allowable charity deductions.

A partial list of gifts which are discussed include: Annuities, Life Income Contracts, Life Insurance, Living Trusts, Gifts by Will, Testamentary Trusts, Real Property with Life Reservation, and Contingent Gifts. Knowledge of these and other procedures permits the solicitor to "Dramatize the Tax Break" as the authors put it.

If this seems a little outspoken, it is typical of the blunt lingo which characterizes all of Lasser's books. They attempt to translate the labyrinth of tax data into actual operating know-how.

The result is an excellent volume for the philanthropic field. Instead of being a vague set of statistics it says, "if a man or a company has so much money, and wants to get such and such results, use this or that tax procedure." The authors insist that agency executives must give as much attention to the giving plan as they do to the cause if they want results. A reading of the book will make this more reasonable than it sounds.

Gifts that aid the donor either directly or indirectly are now part and parcel of the tax structure. They are here to stay and to grow. Those church and college groups that have recognized this and have issued simple booklets illustrating different forms of giving are getting results. They provide the donor with an opportunity to make gifts that yield maximum return for themselves and the donee.

Since a single gift can be made in a variety of ways there is obviously one very right and several wrong choices. If this sounds as though it throws a pall of complication over the simple act of giving, it does. But it's well worth it!

For corporations there are the many benefits derived from forming a foundation or charitable trust. There are programs of research, employee welfare, employee training, community welfare and many other benefits to be combined with a philanthropic program. Agency executives will be surprised to learn of the many full deductions that are also taken by corporations for gifts to non-profit organizations which are put into the expense rather than gift columns. A gift to a Y for example, under certain circumstances, was an expense rather than a gift.

For the individual it makes even a man of small means a potentially large contributor. The authors contend that annuities obtained from institutions, assignment of life insurance, testamentary wills and other devices are now part of the scheme of living of people in the lower income groups. Large contributors, of course, should constantly feel obligated to study the best means by which gifts may have maximum effectiveness and value.

The question which a hard-working agency director or trustee may ask is, "Will we be able to make head or tail out of all this legal tax jargon, will it do us any good, and if so, how" For a book that sells at $12.50, this is a particularly appropriate question.

We are inclined to believe it belongs on every agency bookshelf, but not to gather dust. The agency executive must give it hard study. If he does, the book is written with enough clarity for him to be in a position to talk to a contributor and win far more respect for this knowledge.

It also should be sent regularly to persons or firms that are considering a gift, and would undoubtedly set board members and friends of an organization to thinking. We dare say that many attorneys and accountants will have their eyes opened by this study.

The volume will surely have considerable circulation and should affect the giving habits of the country. In an impassioned introduction, William J. Casey, one of the authors, decries the encroachment of government on the voluntary agency. As an antidote he offers the many ways by which corporations and individuals can compound the extent of their giving by taking advantage of existing tax laws. The authors are dedicated to the view that the Treasury Department intends that every possible tax saving should be sought. They insist that

TAX PLANNING for Foundations and Charitable Giving

by
W. J. Casey, J. K. Lasser
and Walter Lord

This study shows how to establish a family foundation and how to give to charity and still protect one's family in its future needs and requirements. It clarifies complicated tax rules which govern the operation of a family foundation, the development of life incomes and annuities with charities, methods of increasing current cash by charitable gifts of property, the consideration of charities in estate planning, etc. Beyond these technical areas, it offers a guide to wise policy in corporate and personal giving and in determining how a family foundation can make the most strategic contribution to the general good.

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By F. Emerson Andrews

Based on personal interviews, this book offers vivid testimony regarding motives in giving and the changed attitudes of today. Its nearly 400 direct quotations comment on tag days, federated fund-raising, mail campaigns, shop solicitations, government in welfare, giving for religion, "overhead," the "undeserving" needy, and much else. It also reports comments on many named agencies and special areas of giving.

5¼ x 8¼ 145 pp. 1953 $2.00

—Also Available—

Public Accountability of Foundations and Charitable Trusts

By Eleanor K. Taylor

6 x 9 231 pp. 1953 $3.00

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Mr. Andrews and the Russell Sage Foundation have shed some light over a virtually unexplored area. It gives generous promise for future studies of the nerve centers of philanthropy.

Who gives? What are the motives of giving? Do they spring from idealism, sympathy, pride, convention, embarrassment, fear? The book reports on a series of interviews given by the National Opinion Research Council which was commissioned by the Russell Sage Foundation.

The survey studied ninety-one persons who displayed a wide divergence of opinion. There are those who object to philanthropy in general. Federated fund-raising as well as individual appeals, professionals, fund-campaign devices, even major appeals such as the Red Cross and the Church each have several critics. Giving to Christmas appeals is a "big kick" to some; others "hate" it.

In total, however, the majority accept our philanthropic structure. There is tacit understanding that benevolence is a free activity which does a great deal of good, but contains occasional abuses.

In summarizing the returns, Mr. Andrews finds that the heart, emotion, fear, social pressure and publicity play an inordinate role in giving. "Today," he writes, "the giver must do more than look about with a keen eye and a sympathetic heart and give to meet the needs he sees. He must also look ahead with an informed mind and a warm imagination, and give to build the world that is to be." To do this Mr. Andrews suggests continuing education of the giving public that will start with a realistic understanding of how this public *actually* thinks.

The average person is profoundly devoted to human betterment and to charity; but he is uninformed in many respects, and bewildered by the multitude of appeals to which he is subjected and the devices that are created to snare his support. On the other hand, the survey indicated that the average person is so lackadaisical in his giving habits that devices that remind and cajole are required to arouse his impulse to donate.

By using this data as a starting point we may be able to inject greater honesty and sanity into solicitation practices.

The above books may be purchased through the PHILANTHROPY Service Dept. Hotel Plaza, New York 19, N. Y.

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(Continued from Page 34)

gess, John S. Burke, Harvey D. Gibson, Walter S. Gifford, Richard W. Lawrence, Frederic Osborn, Bayard F. Pope, John J. Raskob, James Speyer, Jesse Isadore Straus and Felix M. Warburg. There were many, many others but these come most readily to my memory.

It is up to industry and labor to make sure that men of equal calibre are being groomed to replace them. With too few exceptions, this is not being done. Dr. Eisenhower in the address quoted above, noted the problem. He warned, ". . . both industry and labor should provide a broader reservoir of voluntary leadership. Almost every community has a small core of devoted people who are always persuaded to take key posts of responsibility in health campaigns . . . The source of leadership in a community should be broadened whenever multiple health-fund appeals are essential." The problem, of course, is not confined to health agencies alone. It is equally present in educational, social and cultural institutions.

Too Many Campaigns

Part of the trouble stems from the multiplicity of campaigns. New York City alone has at least a thousand organizations conducting appeals at least once a year. Since the bulk of the campaigns come in late Winter and Spring and because the organization process takes from three to six months, the frenzied search for leadership hits its peak in the Fall. A businessman who is considered a good leadership prospect is in a position akin to a well-endowed freshman during fraternity rush-week. He can pick and choose. But too often he does neither.

An apparent solution to this phase of the problem of leadership is to cut down the number of campaigns by establishing a united drive on the pattern set by Detroit and other cities. But, according to a comprehensive study of the problems of New York City welfare agencies by Peter Kihss in the New York Times of December 26, 1952, the prospect of such a union here is rather remote. Mr. Kihss cited as reasons, ". . . the city's size, the strong grip of the sectarian groups, the likelihood that a single drive might wind up smaller or more static than totals now raised and the probable opposition of national appeals." Until New York has a single united appeal—if it ever does—we will have to live with our thousand-odd campaigns and their inevitable drain upon our already limited pool of leadership. This situation exists perhaps to a lesser degree almost everywhere.

The real root of the problem is the apathy which businessmen today, with few though notable exceptions, feel towards leadership. Here I may speak from personal experience, because until recently, I shared their lack of interest. My reasons for reluctance, I believe, were those of the average businessman today.

Objections to Leadership

First, I failed to realize the importance of leadership. I did not really know what it was or what I would be expected and required to do. I thought that fund-raising campaigns "ran themselves," that they were "child's play." I knew someone had to handle the reins, but certainly not I. That was a job for a professional fund-raiser or some starry-eyed volunteer.

Then too, I was convinced that my business was a full-time plus job. Business took all my time, it covered my desk and even invaded my weekends. I thought that if I were to accept leadership of a campaign, my business would necessarily suffer. I could not spare the time for the imagined chores of adding up columns of figures or begging for money. My mind was too full of business matters to have any room for the new and unfamiliar problems of raising money.

To these two basic excuses, I added a good many others to rationalize my refusal. One of these, which I, of course, never stated publicly, was that I saw no gain for me or my business. I asked the very human question, "What's in it for me?" I found no answer and so declined. I was as shortsighted as the man who first called Alaska "Seward's Icebox."

Campaign leadership, instead of the ordeal I imagined, has turned out to be one of the most rewarding experiences of both my personal and business life. All my objections, real or fancied,



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proved invalid. In their place has come a list of benefits, tangible and intangible, which can only be called "the rewards of leadership."

To begin with I learned the importance of leadership first hand. The committees with it usually hit their goals. Without it they usually failed. Far from "child's play," I found leadership a vigorous activity needing all sorts of business know-how and brains. The tremendous and healthy competition for the Yankee philanthropic dollar is a challenge that calls forth all a man's organizational, administrative and sales ability.

I found a very definite interrelationship between business and campaign management. Campaigning for funds offers another variation of the basic principle of buy and sell. With the donor's dollar you buy the best possible service for the community and then turn around and sell that service to the donor in a succeeding campaign. Because the privately-supported agencies and institutions serve the public, their books and policies are always open to public review. There is no place to hide sloppy management. Even in my short campaign experience, I have learned several things that I will be able to use in my business.

Changed Viewpoint

My alibi that "I had no time" has been exploded. All the campaign expects or wants of me is about one hour a day. I have yet to add up a column of figures. Far from having to beg people for money, I find most of them ready and eager to give once the need is presented to them. Begging is not necessary, all that is needed is someone who is able to ask. My belief that the campaign problems would crowd my business problems from my mind also has proved without reason. A man's mind has no capacity of absorption provided he is interested and ready to help.

"What's in it for me?" has been given a resounding answer. I am rediscovering the community, making new contacts and strengthening old ones. I am meeting familiar old faces and seeing new ones. More important, I am learning the needs and problems of a great many people, the very people whom I in my business have to serve every day, an activity I "had no time for" before. It all serves to make me a better businessman.

There is no possible measure I can put to the immense personal satisfaction I am drawing from the knowledge that I am serving a cause infinitely bigger than myself. To such a work, I am convinced the giving of money is not enough. To most effectively help, a man must give of himself, his time and his ability. It is a far more important gift and brings a proportionately greater reward.

We all appreciate the tremendous gains American philanthropy is carving out on the local, national, yes, even international, scenes. The recent announcements about the new polio vaccine, the steady progress toward the long-sought cure for cancer and the tremendous strides in heart research, with which I am now more familiar, are all very significant achievements. Witness also the work of such an organization as the Red Cross, its blood program, its disaster operations, the thousand and one ways it stands ready to help each of us. On the international level only future historians can assay the value of the CARE packages, the gifts of clothing and food which individual Americans have sent and are still sending to the unfortunate of other lands.

Each of these achievements, from the discovery of a miracle drug to the overseas delivery of an old pair of shoes, is a personal helping hand stretching across the barriers of continents and oceans, ignorance and bigotry. One day, singly or in sum, they may alter the entire course of history for our planet. I am very proud to be even a small part of it.

I am not alone in this feeling. Many other men feel as I do, men who are devoting the rest of their lives to philanthropic leadership. A co-worker with me at the Heart Fund, Carl Whitmore, former president of the New York Telephone Company, is one of the many successful American businessmen who have retired, yet are not content to spend the rest of their lives fishing. They are fashioning second careers for themselves, careers that will also be rewarding, but in an even greater way. They have found the answer to a useful life.

Hard Work Needed

The rewards of leadership have their price. Real, honest work is needed. Philanthropy has enough of the shroud-like "stuffed shirts" Mr. Seymour describes. It needs more than names on letterheads, less of men who pay mere lip service. Leo Durocher's ideal is a man "who comes to play." Leadership's ideal is a man who comes to work.

I should interject here the warning that not every campaign requires only "an hour a day" from its chairman; only well-organized campaigns do. Here is where the professional fund-raiser is important. He rations his chairman's time, sweeping away the trivialities, leaving him free to operate at his most effective best.

Before he accepts leadership of a campaign, a businessman should closely examine the organization, its fiscal policies and its personnel, much as he would a company in which he was about to buy stock. He is giving more than money to the organization. He is investing his time, his work, his name and his influence. He can reasonably expect a good return on these investments.

He should learn the answers to such questions as: "What exactly does the organization do with the funds it raises?" "Does it really fill a community need without waste and overlapping?" "Are the campaign and administrative costs disproportionate?"

Assuming that the organization is worthy, its fiscal policies sound and its personnel reliable, the prospective leader still faces the danger of having his time dissipated. He should closely investigate the fund-raising counsel attached to the institution or its campaign. In a sense this man will be his co-director. His references can be checked; the businessman need only ask chairmen who worked with the fund-raiser in previous campaigns. It can save many headaches.

Agency Must Cooperate

The reluctant businessman is not the sole villain of the modern tragedy of inadequate leadership. The private agencies and institutions themselves have strong supporting roles. They have too often, like the Biblical servant, been wont to waste their talents. Time to a businessmen is money indeed. Too many agencies do not seem to care how they spend it. And as a burnt child fears fire, so does an abused chairman fear leadership.

Leadership today is precious. Every voluntary institution and agency should put it to full use and not make it do a job for which it was not intended. You don't use a piledriver to hammer carpet tacks. A good example is the experience of the head of a multi-million dollar manufacturing concern. He accepted a post with his old prep school which was badly in need of capital gifts. The first meeting he was able to attend was devoted to the study of the serious question of whether the boys should be allowed one or two showers a day. He never went back.

Just as the board of trustees must not confuse program with finance, neither should it overlook that leadership is best developed from within. The junior members of the board should be trained so that when the need eventually arises they can take over the job of securing adequate financial support. One man must not be expected to carry all the responsibility. The entire board should give him every assistance, using its influence and contacts to full advantage. Not only will each trustee be helping to finance the agency today, but he will be learning for the future.

Another point: The agency or institution must not, year after year, ask the same man to assume leadership. Stagger the load. The result will be more mileage and an increased field of support.

A final piece of advice to the agency is not to seek campaign leadership with your hat in your hand. You are asking the businessman for a big favor, true; but you are doing him an even greater service. Don't say, "We just want to use your name." Tell him, in positive terms, what you want and expect him to do. Sell him on the "rewards of leadership." If you tell him right he will be more likely to be happy and eager to serve.

There is, as you see, no easy solution to philanthropy's problem of leadership. The question will not be resolved overnight. But there is good reason for hope. Many big corporations, utilities, banks and leaders in other industries are now urging their executives to take an active part in community philanthropic enterprises. They realize the value to America of its heritage of private welfare and they realize, too, the role of leadership in the preservation of this heritage. But until the day when community leadership becomes standard practice for all young business and professional men, the job is up to the individuals.

Here is an opportunity to do a job that needs doing. It is a chance to test whether we have in us the "potentiality of great achievement." Leadership's ultimate achievement can be a better world for all of us. ★★★



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DON'T THANK THEM

(Contiuued from Page 39)

charitable money-making schemes either for the hospital or the town as a whole?

"Definitely not," the ladies said. Mrs. Howard went on: "Most of Summit's philanthropies are taken care of by a United Campaign Fund Drive, of which the hospital is a member. They ask only that we clear with them the dates when we will be soliciting patrons and advertising, so we won't conflict."

Actually, the Follies has helped build up tremendous good will for the hospital. The more than 700 persons directly connected with the project (210 in the show cast, 530 on committees) as well as to a lesser degree the 1800 who attended the show all "have a feeling for the hospital now," Mrs. Gude said.

And while the sponsoring group is the women's auxiliary, many of those 740 persons were affiliated with no particular groups; many came from nearby Chatham and Short Hills, communities also served by the hospital—so the good will was spread over a wide area.

"A lot of them can't wait to get on the stage next year, too!" Mrs. Gude said.

The Follies seems to be an annual institution in Summit— whether the women's auxiliary likes it or not.

"It's a little like getting a tiger by the tail. We can't let it go—not only because it's our only big money-raising project; but if we let it go for one year we'd never get it back again. There are a half-dozen groups just waiting to snap it up," Mrs. Gude said, "and we can't afford to let that happen. It's too big a thing for the hospital."

Local promotion stunts may include, in a Cargill show, many stunts besides the routine solicitation of patrons and program ads. Yuma, Ariz., made $4,000 with a contest for the honor of playing the Sultan in a show harem scene. Local businessmen's clubs put up sultan candidates and sold votes for a cent apiece.

Fashion shows with outfits from local shops draped on neighborhood beauties are another popular feature, and merchants can be worked into skits and musical numbers in other ways—usually so they will produce a laugh. Prizes can be offered for ticket sales—vacation trips, available through tie-ins with shipping lines and hotels—and they are a welcome help to many a ticket sales committee. ★★★

THE CARNEGIE CENTER

(Continued from Page 37)

both have offices in the Center.

The Center serves not only international leaders, but the actual membership of public groups. The second floor, termed the International Center, is largely devoted to a group of modern, well equipped public rooms which can be reserved individually or as a unit for a nominal fee by organizations in the building, and other agencies concerned with world affairs. There is an auditorium with a seating capacity of 195, a lounge, an exhibition hall and two conference rooms, each of which can be used for conferences, lectures, movies, dining, receptions and a variety of other events. In September, 1953 more than 4,500 persons visited the Center on the second floor for activities sponsored by forty organizations.

Work of Endowment

The Carnegie Endowment, the Foreign Policy Association, the Woodrow Wilson Foundation and the World Peace Foundation sponsored an International Conference of Institute Leaders in the Center from October 20 to 31. Approximately sixty delegates of Institutes of World Affairs from nineteen countries attended this Conference, a plan which derived its major impetus from the leadership of Dr. Howard E. Wilson, the Carnegie Endowment's Executive Associate in charge of educational activities.

The aim of the men who led the Carnegie Endowment during this period is today as it was when Mr. Carnegie set it forth in 1910 when he founded the Endowment "to hasten the abolition of international war, the foulest blot upon our civilization."

In addition to its work concerned with the International Center, the Carnegie Endowment will continue a program of research, publishing and education. It has also established and made available for use a reference and information center containing a modest but basic collection of books, periodicals and pamphlet material in the field of international relations. The Endowment is looking forward to the time described by Mr. Carnegie when "war is discarded as disgraceful to civilized men" and the trustees may consider what new elements will "most advance the progress, elevation and happiness of men." ★★★

News Summary

(Continued from Page 32)

by Taylor Birch, a member of Antioch's class of 1869. To be known as Sunrise Center, the project is expected to provide when in full operation, about twenty percent of the funds needed for the college's budget. It will feature fifty-eight store units including a drive-in bank and a department store.

Goodwill Bonds

The Alaska Crippled Children's Association has been issuing Goodwill bonds in $100 denominations which pay 3½% per annum. They may be redeemed on thirty days' notice after one year, and mature in three years. The bonds were issued to guarantee continued operation of the center.

Self Investigation

Speaking at the fourteenth annual convention of the National School Boards Association, Mr. O. H. Roberts, Jr., a past president of the Indiana School Boards Association said, "Probably no greater problem faces all of us in public education in our country than the paralyzing fear that is spreading throughout system after system from the impact of Congressional investigation of Communists in education."

While Congress has a right to be properly concerned about Communists wherever they may be found, the speaker said, "there is too much use of insinuation, innuendo, character assassination, and other techniques which are so common among the Communists themselves."

"Our professional and lay leaders should, through their boards as representatives of the people, set up rules and requirements within state laws which will protect all constitutional rights and privileges.

"If accusations of Communist membership are made or suspicioned, boards should investigate such charges vigorously and fairly. We should be able to assume the responsibility which properly belongs to the people through their boards of trustees."

If a man's happiness in doing good depends on human gratitude or praise, if his satisfaction is sought from any source except the silent approval of conscience, that man's sun will go down at the end amid the clouds of a disappointed and embittered life.

Frederick T. Gates

Priming Gifts

The NEW YORK COMMUNITY TRUST announces three new charitable funds aggregating $447,767. One is a priming gift of $500 for members of the legal profession to give support to the Legal Aid Society. A similar "open-end" fund began by priming gifts from General Julius Ochs Adler and Winthrop Rockefeller in 1952 to memorialize the late Robert P. Patterson, ex-secretary of the Army. It now has 123 donors and a principal of $14,251.

Marvin W. Topping, executive secretary of the AMERICAN COLLEGE PUBLIC RELATIONS ASSOCIATION reported at a recent meeting that ten out of twenty-nine requests from colleges call for public relations men who can serve as Vice-Presidents or Directors of Development, with the ability and experience to supervise public relations, development and alumni activities. * * * A new brochure describing the American YMCA Fund has been issued by the National Board of the YMCA. In addition to outlining several forms of gift opportunities, the booklet points out that gifts may be made for endowment, for endowment for a specified number of years, for unrestricted purposes, or even for use by a single local YMCA. Joel E. Nystrom at 291 Broadway in New York City directs this department and may be contacted for a copy of this brochure. * * * A home for older working women is being established in New York City by the SALVATION ARMY under the terms of a will left by the late Mrs. Florence Ten Eyck Troughton. It will be known as the Ten Eyck Troughton Memorial Residence and will be located at 145 East 39th Street. It fulfills a wish of Mrs. Troughton to provide a home for elderly women between 40 and 60 who are alone. * * * The KNIGHTS OF COLUMBUS have spent $5,785,000 in the past year and a half in acquiring realty parcels as part of its investment program. The purchases include such diverse items as the Yankee Stadium in New York City, a Crucible Steel Company warehouse in Detroit, Mich., the Gilbert Hall of Science Building in New York City, and a new steel tube mill at the Bridgeport Brass Company plant in Bridgeport, Conn. * * * Speakers who have been chosen to deliver the Lindeman Memorial Lectures at the 81st annual forum of the NATIONAL CONFERENCE OF SOCIAL WORK in Atlantic City, May 9-14 are Dr. Henry Steele Commanger, Dr. Robert Angell, and Dr. Paul Barrabee. The lectures are made possible by a special grant from the Russell Sage Foundation. The theme of the forum this year is "Social Welfare, 1954—Inventory and Opportunity." Further information may be obtained by writing the National Conference of Social Work, 22 West Gay Street, Columbus 15, Ohio. * * * May 5th to 8th are the dates that have been chosen for the Conference of National Federation of Settlements and Neighborhood Centers. The Henry Hudson Hotel in New York City will

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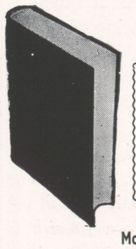

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house the meeting about which further information can be obtained from John McDowell, NATIONAL FEDERATION OF SETTLEMENTS, 129 East 52nd Street, New York City. * * * The NATIONAL PLANNING ASSOCIATION has published a pamphlet by Theodore Geiger entitled Communism versus Progress in Guatemala. It is a study of the causes of the growth of Communism in Guatemela. * * * The NATIONAL CONFERENCE OF METHODIST MEN will take place at Purdue University, Lafayette, Indiana, from July 9th to 11th. * * * Edgar Kobak, President of the Advertising Research Foundation has been named President-elect of the NATIONAL SOCIETY FOR CRIPPLED CHILDREN AND ADULTS. * * * A new fund-raising firm, EDWARD STEARNS ASSOCIATES has been opened by Mr. Stearns, currently director of the Lighthouse campaign. * * * The LEGAL AID SOCIETY announces that 57,000 people were provided with its services in 1953. * * * THE HEALTH INFORMATION FOUNDATION reports that a total of 50% of the population or 89,500,000 people now have some type of health insurance. A definite study of costs of medical care entitled Paying for Medical Care in the United States by Dr. Oscar N. Serbein, Jr., has been published by the Columbia University press under a grant from the HEALTH INFORMATION FOUNDATION. * * * Mrs. Sallie E. Bright has resigned from the NATIONAL PUBLICITY COUNCIL to become associate director of public interest of the COMMUNITY SERVICE SOCIETY. Miss Virginia R. Becker is now the Executive Director of NPC. * * * Twenty-seven local leaders in the organizational field met on February 4 in New York City. They have decided that there is a need for exchange of information and will meet six times each year. The first meeting also featured a talk by F. Emerson Andrews on the Tompkins Committee hearings, in which he revealed that three states are already known to plan similar hearings, and a federal investigation is being considered by the Congress. So far the group has not chosen a name, but a few of the members have jokingly given it the pro-tem moniker, "The Order of the Golden Fleece." John Rosengrant has been elected chairman, T. K. Thompson, vice-chairman, and H. Burnham Kirkland, vice-chairman. * * * The AMERICAN COLLEGE PUBLIC RELATIONS ASSOCIATION will hold its next meeting June 21 to June 24 at the Hotel Roosevelt in New York City. Theme of the meeting will be "Advancing Man's Right to Knowledge."* * *

NEXT ISSUE

Senator Bernard Tompkins answers vital questions on fund-raising legislation, and the New York State hearings.

UNRELATED INCOME

Congress and the Treasury have set the direction they're headed in getting at unrelated income. They've set up these signposts—

—Is the unrelated business *regularly* carried on or is it *occasional?*

—Is a business regularly carried on *but substantially related to the carrying out of the tax-exempt's purpose?*

—Is the business *unrelated but specifically excepted from tax?*

When is a Business Occasional?

A tax exempt carrying on an unrelated business off and on is not taxed. But there's a tax if the business is regularly carried on. Here are some examples . . .

If a tax exempt—

—Throws an occasional dance charging admission—*no tax.*

—Runs a soda booth during a fair—*no tax.* Runs a race track—it's *taxed*—even though its entire operation involves only a certain season.

—Operates a parking lot one day a week—it's *taxed*—since it is a normal thing to run a lot like this.

When is a Business Substantially Related to Tax-Exempt's Purpose?

Income from a business "substantially related" to the activities of a tax-exempt is *not taxed.* But it must meet two tests: (a) it furthers the purpose of the organization; (b) it's *not* beyond the needs of its program. Check these cases to help you draw the line—

1—Operation of a wheat farm by an agricultural college. But only to the extent of its educational program. *Anything over is taxed.*

2—Operation of a university radio station: taxed if it's run like a commercial station.

3—Admissions from college athletic games. They're not taxed—they are considered substantially related to the college program.

4—Sale of goods made by the handicapped by an institution rehabilitating them. This is a necessary part of its rehabilitation program and is not taxed.

5—Operation of a tire factory by a college is not exempt. Even if it's used in its educational program where students are trained in clerical and bookkeeping jobs.

When is an Unrelated Business Specifically Tax-Free?

—*Where substantially* all the work *is done without pay*—an exempt orphanage runs a second hand clothing store. The clerks are volunteers getting no pay.

—*Where the business is run primarily for the convenience of its members, students officers, or workers*—say a college runs a laundry for students. But not laundry work for the general public.

—*Where goods sold by the tax exempt were gotten by gift*—"thrift shop" selling donated books, clothes, or furniture.

from "Tax Planning for Foundations and Charitable Giving" by William J. Casey, J. K. Lasser, Walter Lord.

Who's Who in *Philanthropy*



JOHN ROSENGRANT, Secretary of the Division of Special Gifts of the Board of Missions of the Presbyterian Church in the U.S.A., has a completely uninhibited enthusiasm for his fund-raising work.

At the drop of a hat he will tell you that he reached a 12¼ percent return in his last Christmas mail, and that returns will sour if an appeal is not emotional, "warm and friendly."

He has managed to double the gifts received by the Board in the last three years, and is now pioneering a new direct mail technique which is aimed at increasing bequests. Obviously there are few fields where greater tact and diplomacy are called for. He reports that so far the results of this program have been most encouraging.

For several years Mr. Rosengrant handled all travel arrangements for missionaries under the Foreign Board, and also has supervised the travel of some 8,000 students. Since 1951 he has been personally conducting tours of Presbyterians to provide a vivid picture of the Church at work across the world, while they visit the beauty spots of these countries. Last year and again on March 1st he will pilot a tour around the world to Japan, the Philippines, Hong Kong, Thailand, India, Pakistan, Lebanon, the Holy Land, Egypt, Italy, Switzerland and France.

His manner is brusque in a constantly likable fashion which bespeaks a man who gets things done. He lives in Fort Lee, New Jersey with his wife and four children. His hobbies are photography and travel.



PHILIP KLEIN, one-time advertising man, is now Chairman (president) of Harcum Junior College, established at Bryn Mawr, Pennsylvania in 1915. Klein, age 47, has proved to be one of Philadelphia's colorful citizens. As one of the youngest newspaper reporters in the Quaker City in 1924 (age 18) he later entered the advertising business. He organized his own agency in 1932 and retired in 1947, turning his business over to two members of his staff.

Klein became interested in The Junto, an independent adult educational movement in Philadelphia, when it was reorganized in 1941. Benjamin Franklin originally established it in 1742. He is now its Board chairman, and The Junto has more than 25,000 persons taking day and evening courses each year.

Klein engineered the arrangement with Levitt and Sons, Long Island builders, whereby The Junto purchased 4,000 houses which the builders had constructed. The Junto sold these houses and acquired money to purchase its own building in the heart of Philadelphia and spent $175,000 to refurnish this 6-story edifice. It owns these headquarters free and clear. Enough money was left to purchase the land and buildings of Harcum Junior College, which had gone into bankruptcy. Klein assumed the administrative leadership of the College, which is now thriving.

Klein was appointed head of the National Commission of Adult Education Finance, established through the Adult Education Association, an adjunct of the National Educational Association. Funds for the commission have been given by the Fund for Adult Education of the Ford Foundation. With his wife, who is the publisher of one of Philadelphia's most widely-read weekly newspapers, he lives on the campus of the College. The Kleins have two children, a daughter who is a freshman at Connecticut College for Women and a son, who is a junior at Haverford College.



DR. EUGENE R. BERTERMANN, as Radio Director of the Lutheran Layman's League, directs the Lutheran hour which is heard in 58 countries. It has been broadcast in 56 languages, in territories that include areas behind the Iron curtain.

Dr. Bertermann was born at Bittern Lake, Alberta, Canada, on September 2, 1914. From Concordia Theological Seminary, St. Louis, where he studied from 1933 to 1937, he received the Bachelor of Divinity degree.

Dr. Bertermann began his work with The Lutheran Hour on a part-time basis prior to his graduation from the seminary and has been with the organization constantly since that time, first as assistant to Dr. Walter A. Maier, founder and first speaker on the broadcast, and since 1943 as radio director.

In addition to his Lutheran Hour duties, Dr. Bertermann has been assistant pastor of Ascension Lutheran Church, St. Louis, since 1945.

In the fall of 1949, Dr. Bertermann had the first of several overseas visits to negotiate with foreign radio networks for programming "Bringing Christ to the Nations" as the broadcast is often called. In September, 1951, he flew to the Orient, visiting in Japan, Hong Kong, Malaya; and in February, 1952, he inspected Lutheran Hour broadcasting operations in Central and South America. Most recently he made a six-week excursion to Japan, Australia, Hong Kong and Korea, returning in December, 1953.

Early in 1953 Dr. Bertermann was appointed to Lutheran Television Productions, a board of the Lutheran Church-Missouri Synod which produces "This Is The Life," a TV series of stories on Christian family life.

He is well known as a former president of National Religious Broadcasters, an association which he currently serves as vice-president.

Married in 1937, Dr. and Mrs. Bertermann are the parents of three children, two boys and a girl.



GUSTAVUS TOWN KIRBY was born 89 years ago, the only son of Thomas E. Kirby and Isabelle Town Kirby. Few have competed longer or in more sports than has Mr. Kirby. He has followed the maxim that it is better to compete and lose than merely to stand on the sidelines and cheer. In school and at Columbia he ran the four-forty and half mile, played football and baseball and at Columbia captained the fencing team that won the intercollegiate championship.

Probably by reason of his own sports participation, he, more than most, has brought to his many administrative positions that knowledge of the rules and competition, of sport for sport's sake, that makes for fairness, positiveness and success. He has been acknowledged the dean of American sports.

The numerous offices held by Mr. Kirby include the presidencies of the American Olympic Association, the Amateur Athletic Union of the United States, the Intercollegiate Association of Amateur Athletes of America, the Public School Athletic League, the Recreation Alliance, and the National Recreation Association. He is honorary President of the Boys' Athletic League, Inc.

In 1906 Mr. Kirby married Wilhelmine Stewart Claflin who died in 1941. He has but one child, Wilhelmine Stewart.

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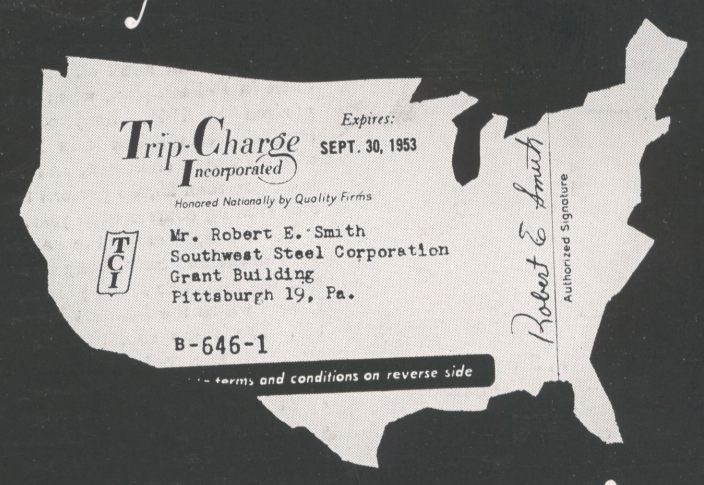

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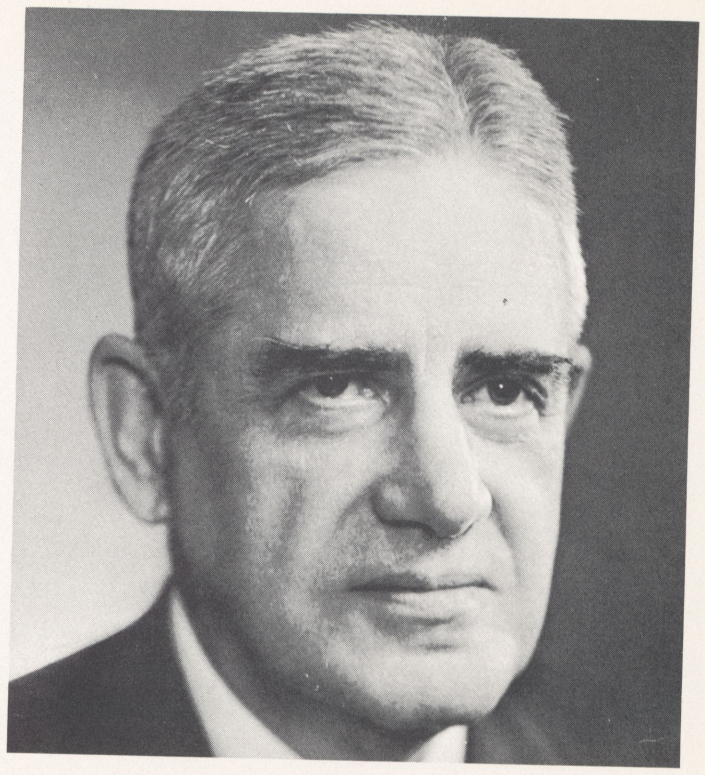
WHEREAS, he continued to give the benefit of his experience and wisdom as a member and Vice Chairman of the Board for nearly two decades, and

WHEREAS, he always contributed to the College when new opportunities required increased support,

BE IT THEREFORE RESOLVED that the Board of Trustees of Wilkes College adopt this Resolution as a token of their gratitude for the great services rendered to the College, the students, and the community by Arnaud Cartwright Marts, a pioneer in educational fund raising, creative administator of a university, and a staunch counselor and friend.

Adopted September, 1970
Wilkes-Barre, Pa.



Arnaud Cartwright Marts

Seventh President of Bucknell University

1888 - 1970

AN IRREPARABLE LOSS

In the College year 1969-1970, Wilkes College lost trustees who had been involved in the early years of the College and who by their vision, faith and persistence had translated a dream into a reality.

In Memoriam

Dorothy Dickson Darte
1969

Samuel M. Davenport
1969

Marianne Annette Evans
1969

Arnaud Cartwright Marts
1970

Thomas F. Morgan
1969

Charles B. Waller
1970

KEEP IN TOUCH!

Someone, somewhere at some time has wondered where you are, what you are doing and maybe even how to get in touch with you. You have probably experienced the same thought at one time or another. Why not do something about it? Right now, while the idea is still fresh. Fill in the form below and send it to the Alumni Office, Wilkes College, Wilkes-Barre, Pa. 18702.

1. NAME ..... (LAST) (FIRST) (MIDDLE)
   MAIDEN NAME .....
   Street .....
   City ..... State ..... Zip Code .....
   Telephones: Home ..... Business .....
2. WILKES DEGREE ..... Curriculum ..... Year Graduated .....
   Withdrew ..... Transferred to .....
   Degree ..... Date .....
3. ADVANCED DEGREES Source Date
   ....
   ....
4. PLACE OF EMPLOYMENT ..... Title .....
   Business Address .....
   Duties .....
   .....
5. MARRIED ☐ SINGLE ☐
   Spouse (Name) ..... Wilkes Graduate? .....
   Children: Name ..... Date of Birth .....
   ....
   ....
   ....
6. LAST POSITION HELD: Title ..... Employer .....
7. PERMANENT REFERENCE ADDRESS .... (NAME) (PHONE)
   ..... (STREET) (CITY) (STATE) (ZIP CODE)

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Counsel

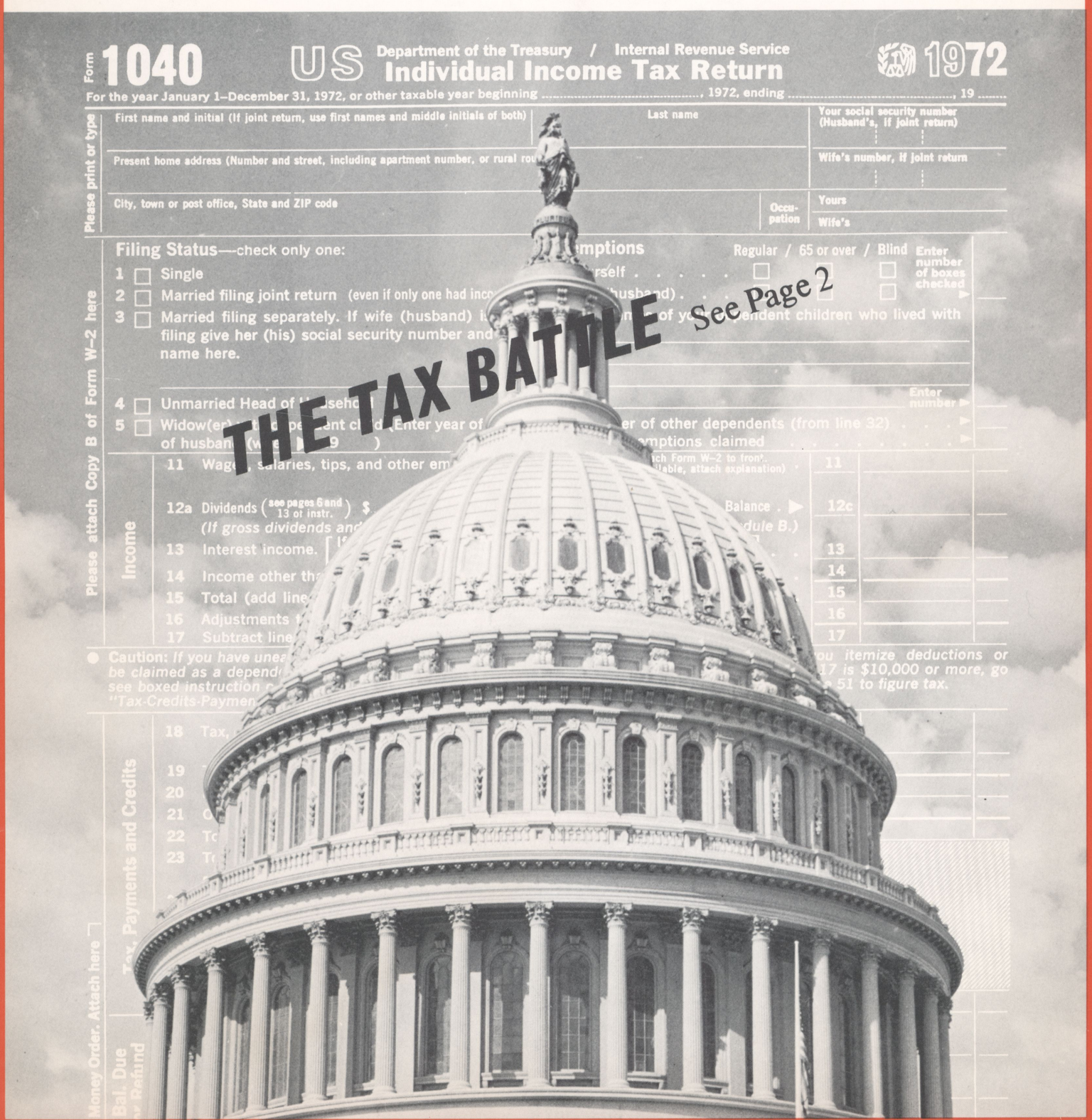
Exploring Issues and Trends in Private Philanthropy / Spring 1973

Features on:

THE TAX BATTLE

CURRENT SUPPORT

COMMUNICATIONS



THE TAX BATTLE

See Page 2

Introducing

. . . the first issue of *Counsel*, successor publication to *Financing Philanthropy*, which has been going to Marts & Lundy clients and friends since 1935.

Counsel brings some changes in content as well as appearance. While continuing to report campaign activity, *Counsel* will also explore problems, issues and trends in private philanthropy and exchange ideas on successful fund-raising techniques.

We invite your comments and welcome suggestions on topics for future issues that hold general interest for those charged with development responsibilities in education, health, science and the arts.

—*The M & L Staff*

In This Issue

TAX REFORM — IT COULD BE THE DEATH OF US YET **Page 2**

Current proposals for tax reform constitute a far greater threat to America's future than most people realize. A 20-year observer of the philanthropic scene tells why.

MAJOR CAMPAIGNS FOR CURRENT NEEDS — WHY NOT? **Page 8**

Case histories of colleges and universities that are using the major campaign to combat the financial crunch without cutting program quality.

ARE THEY REALLY GETTING THE MESSAGE OUT THERE? **Page 12**

Some pointers about maintaining contact with your constituents so that they're really there when you need them.

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Counsel

Exploring issues and trends in private philanthropy

Published by

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OFFICERS: PAUL H. YOUNGER, Chairman. MELVIN D. BREWER, President. HERBERT C. RICHMAN, Executive Vice President and Treasurer. JOHN I. CARLSON, Vice President and Secretary. TOZIER BROWN, E. BURR GIBSON, FRANK H. ROBESON, Vice Presidents.

Current News on the Fund Raising Front

THE CAMPAIGN SCOREBOARD

Individual and foundation gifts have provided a head start for Lehigh University in its New Century Fund, with $7 million-plus reported on a $30 million goal. . . . Franklin and Marshall College also about one-third of the way in its $6 million capital campaign.

Dickinson College's long-range goal of $22.5 million now in sight as the college moves toward its bicentennial in 1973 and completion of the Century 3 Campaign.

Otterbein College reports enthusiastic faculty, staff and administration support in its $2.3 million Venture into Opportunity campaign, now past the halfway mark. . . . Trustee challenge gifts have sparked the University of Evansville's first nationwide capital campaign with a $6.5 million goal and one-half million pledged in advance contributions. . . . With strong early support from the textile industry, Philadelphia College of Textiles and Science opened a $2 million effort at kick-off luncheons in Philadelphia and New York.

OTHER COLLEGE STATUS REPORTS: Wesleyan College, Macon, Ga., $3.1 million toward a long-range goal of $5.8 million. . . . Upper Iowa College, $420,000, goal undetermined. . . . West Virginia Wesleyan two-thirds of the way toward its $3.5 million goal for a physical education-health Center.

NEW CAMPAIGNS: St. Olaf College, Northfield, Minn., launching multi-million Centennial Fund for a music-theater building, endowment and program support. St. Olaf will celebrate its 100th in 1974. . . In a joint Fund of Renewal campaign, the Progressive National Baptist Convention and the American Baptist Churches, USA will seek $7.5 million for minority-group educational institutions and special projects.

Heidelberg College in early stages of Phase II of the Heidelberg Fund with goal of $1.25 million . . . . Miss Hall's School, Pittsfield, Mass. will mark its 75th anniversary in 1973 with a capital campaign for endowment and building needs.

U. S. Military Academy at West Point coordinating various giving programs into first formal fund-raising effort, to meet needs not covered by Government appropriations.

FOLLOW-UPS: Area campaigns and telethons have brought Brown University to over $21 million mark in its Program for the Seventies. . . . Lebanon Valley College over $2.3 million in its Fund for Fulfillment. . . . Oberlin College passes $10 million for Outlook Campaign, with funding of new library and physical education center as principal objectives.

Mount Sinai Hospital, Hartford, Conn., $100,000 over its $5.8 million Completion Campaign goal. The hospital doubled bed capacity and is now a teaching affiliate for University of Connecticut Medical and Dental School. . . . Saint Luke's Hospital, St. Louis, about halfway in $10 million effort to build a new suburban hospital and strengthen inner city unit. . . . Strong medical staff support marks Saline Community Hospital, Saline, Michigan, $500,000 campaign. . . . $1 million corporate gift opens Westchester (New York) Medical Center drive for $23 million in private contributions to complete new teaching hospital.

Loomis-Chaffee School, Windsor, Conn., has $2 million toward its $4 million goal in final phase of Challenge Fund which has brought over $14 million to the combined schools. . . . Anonymous gift of $1.7 million lifts St. Mark's School Second Century Fund to $7.4 million.

A "good neighbor" gift of adjoining property by a retired Senator brings Wesley Theological Seminary, Washington, D. C., over $500,000. . . . American Newspaper Publishers Assn. renewing its campaign for $10 million in endowment, with $5.7 million raised to date. . . . Florida Methodist Conference at $2.3 million in its program to strengthen two affiliate colleges, Bethune-Cookman and Florida Southern.

Tax Reform—
It Could Be The Death Of Us Yet

By Frank H. Robeson

America's independent institutions and agencies could lose far more than money if the current proposals for tax reform are enacted.

Some time during the Seventies, Americans could wake up one morning to find that they have lost their most important ally. The news will not concern a falling out of nations; nor will it involve the death of a great national leader. Very likely the victim won't even be identified and few will recognize that a death has taken place.

But it will be an obituary nevertheless, and the victim will be philanthropy.

What will have killed it? Certainly not hardening of the arteries, for philanthropy today is more vigorous, diverse and productive than at any time in the past. Since 1965 alone, it has provided more than $125 billion in support of the great educational, religious, health, cultural and social causes that determine the real quality of our national life.

No, philanthropy won't have died from old age or other natural causes. It will have been shot down by Congress — an innocent victim caught in the cross-fire of tax reform. No one, least of all Congress, will have meant to do philanthropy in, and it will take quite some time before we discover that that's what actually happened. But by then the consequences of unthinking tax reform will be too late to overcome. Philanthropy will have been slowed to a trickle and much of the potential for continued American greatness will have been lost.

Despite the lateness of the hour and the fact that serious curtailment of philanthropy has already taken place, there is still time to reverse the trend, provided philanthropy's friends begin to make their voices heard. But the task will not be easy, for the role of philanthropy is not an easy one to understand. In the first place, few Americans comprehend the all pervasive influence that philanthropy exerts on their lives. Its impact is so subtle and its contributions so seldom measured that most citizens aren't even aware of them.

Beyond this, the picture is further complicated by the enormous needs that have come to confront even the smallest independent institution or agency — needs which can no longer be met through private income alone, so that, increasingly, government assistance has become a necessary and accepted fact of life.

Compounding the confusion still further is the morass of tax legislation that Congress has created through the years since the adoption of the income tax amendment in 1913. So entangled has this "tax jungle" become that reform is now a major issue. Unfortunately, as the issue becomes more heated, the public is failing to distinguish the difference between the so-called "loopholes" that favor special interests and those provisions that expressly encourage philanthropy. In the rush toward reform, every kind of tax forgiveness has become a legitimate target.

Finally — and this is perhaps the toughest handicap of all — those who benefit from philanthropy seem to take it for granted that it will always be there to help them. The complacent notion continues to persist on the part of many agencies that philanthropy, like the Constitution itself, is a peculiarly American institution that nothing can destroy.

The result of all this misunderstanding, confusion and complacency is that philanthropy's detractors have had a field day. Without a unified voice to oppose them, they have managed to create, in the name of needed tax reform, a most convincing argument built upon misleading generalizations and false assumptions. Indeed, so siren-like is their song that even some of philanthropy's own friends are succumbing to the lure.

"The complacent notion continues to exist that philanthropy, like the Constitution itself, is a peculiarly American institution that nothing can destroy...."

While the arguments are many and varied, all of them seem to contain certain recurrent themes that appear to have great logic on the surface but which break down on closer examination. Of these themes, there are three that are particularly misleading and which need to be strongly refuted. Let's take a look at them:

Myth #1 — The job philanthropy has been doing has become too big for it; now the government must step in and take over. Few will deny the need for more government assistance in meeting the educational, health and social problems of today, but to imply that such assistance can and should replace private support is exceedingly naive. The great flaw in this argument is that it mistakenly assumes that money is money and that there is no difference between one kind of dollar and another. Yet it is this difference that is philanthropy's greatest contribution to national progress for the philanthropic dollar pioneers while the government dollar does not.

Those who call for a government take-over forget that there have been almost no major social, educational or cultural advances in this country that were pioneered by the government, and for a very simple reason: A government controlled by the people cannot risk being too far ahead of majority opinion. It is only after a need has been identified and analyzed by a few visionaries off in a corner somewhere, and only after their work has been recognized as worthwhile by the electorate, that the government is willing to risk the tax funds to help find a solution.

The examples of this process are all around us. Private schools led to public schools; private pension plans ultimately resulted in social security and Medicare; private funds began the search for malaria and polio prevention, sparked the concern for heart and cancer research, and have taken the lead in solving almost every major health problem that has confronted the nation. It founded our museums, our art galleries; established our symphony orchestras and opera companies; and, in general, made the arts an integral part of our national life.

The roster is literally endless and involves almost every field of human endeavor. In each and every instance, government support did not enter the picture until well after private citizens had proved the need, provided the initial funding, and finally convinced the majority of voters that the cause was worthy of public support through taxation. Then, and only then, did Congress come forward with the necessary appropriations.

All that may very well be, say philanthropy's detractors, but times have changed. Philanthropy is not nearly as creative as it once was, and the government has now developed a pioneering thrust of its own. After all, look at the innovative programs that now receive substantial federal support. All right, let's look at them.

Civil rights and equal opportunity? How far down the road would we be today had there not been an NAACP, a National Urban League and a host of religious agencies, all of which struggled for years to arouse the American conscience? Even today, the innovative leadership for these problems continues to come from these independent agencies.

Ecology and conservation? Pioneered by the Sierra Club, the National Trust for Historic Preservation,

THE AUTHOR: Frank H. Robeson, a long-time student of American philanthropy, has spent his entire career in the field of fund-raising and development. He is a vice-president of Marts & Lundy and has been a member of its staff for 20 years.

the National Wildlife Association, and dozens of similar groups. Even our park system began with a gift of land turned over to the government for use by the people.

Consumerism? Same story. Nader's Raiders, the Better Business Bureau, the Consumer's Union, et al. — all are essentially independent efforts that have finally won public support and pushed the government into action.

Head Start, Vista and the Peace Corps? Both the University of Chicago and Bank Street College, as well as a score of independent United Negro Colleges, had programs for disadvantaged youngsters decades before Head Start became a household word. And years before Congress recognized their usefulness, "people-to-people" programs were being supported by the African-American Institute, most of the denominations, and such foundations as Ford and Rockefeller.

Even in the area of tax reform itself, it has been private efforts that have prompted the Congress' current interest, as witness the Tax Reform Research Group. A spin-off of the Nader interests, TRRG has come into being for the express purpose of pushing tax reform through Congress. Thus far, the group shows an appalling ignorance about philanthropy and the need to encourage it through tax forgiveness, but that is not the point. The point is that, as a new group formed by private citizens in behalf of a special cause, we can be certain that its funds are not yet coming from Uncle Sam.

"In a pluralistic society it is the people — not the government — who lead the country forward, . . ."

By now the moral should be fairly obvious: In a pluralistic society it is the people — not the government — who lead the country forward. And as long as democracy exists, the dynamics will not change. It is quite true that other forms of government, such as communism, socialism and benevolent dictatorships, do assume responsibility for innovative leadership, but this is only because these governments are free to ignore majority opinion. And as history indicates, in most cases both the innovative record and the concern for individual freedom on the part of such governments have left a great deal to be desired.

Myth #2 — The philanthropic provisions in the tax laws are really "loopholes" that permit a few people to escape their fair share of the tax burden and place a tremendous load on everyone else. This is a most compelling argument, for it suggests that, by closing the "loopholes" you and I will automatically have our tax bill substantially reduced. It also implies that when someone receives a tax deduction for a gift, he is padding his own pocket and the rest of us are being cheated.

Both implications are false. In the first place, these gift provisions are not "loopholes." They are incentives, deliberately placed in the tax laws by an enlightened early Congress which not only recognized the importance of our philanthropic agencies to the national fabric, but also the fact that people respond better to the carrot than to the stick.

In effect, the drafter of these tax laws said — and they were quite clear about it — that if an individual will make such a gift, the taxes that would have gone to the government will instead go to the agency. Making the gift may, in the process, also improve the donor's own tax picture, but this is secondary and is his reward for supporting a worthy institution. Unfortunately, this key fact is seldom pointed out, and many people have jumped to the conclusion that when a wealthy donor makes a large gift, he somehow manages to make it without any cost to himself. But there is just no way that this can happen.

As for reducing the average man's tax bill, the elimination of the gift provisions in the tax law would do exactly the opposite. Simple mathematics (which for some reason philanthropy's critics never bother to do) shows that even if every single gift deduction on the books were abolished, the average tax reduction would be no more than a few dollars per person. And that advantage would be immediately overwhelmed by a staggering tax bill that would have to be imposed to support the thousands of agencies and institutions that are now independent.

To illustrate, only a single example is necessary. Today the nation's private colleges and universities have expenditures of about $10 billion annually. Of this, the great bulk comes not from philanthropy but from tuition and fees which, on the average, are five times higher per student than they are at the public college or university. Once philanthropy has been destroyed, however, the state take-over of these institutions would accelerate rapidly, accompanied by a reduction of tuitions to state levels. This tuition loss would have to be added to our tax bill, if not at the federal level, then certainly at the state or local levels.

"Eliminating the gift provisions in the tax law will not reduce our tax bill; it will increase it by literally billions. . . ."

Multiply this example by dozens of others in the health, social service, cultural and other fields, and the message becomes quite clear. Not only would we lose a great deal of our pioneering thrust, but as taxpayers we would also have to underwrite far more than just the tab that philanthropy has been paying. And the cost would be literally billions.

Myth #3 — The philanthropic concept in the tax law is too firmly established to be destroyed. Congress may "tinker," but it won't make major changes. This, unfortunately, is the most dangerous myth of all, for the tax issue has now become emotional. Invariably, when this happens, Congress tends to pay more attention to the *number* of people who protest than to their credentials. Opinion polls have shown for quite some time now that the general public wants tax reform and it is certainly bound to come. Both sides of the Congressional aisle intend to make it a priority issue during the current term, and the proposals are now piling up in the hopper. They range from scrapping the entire tax law altogether and starting again from scratch, to the abolition of just the capital gains provisions that have been such a mainstay of philanthropy.

All of this indicates that there is little distinction being made between the provisions that affect philanthropy and those that involve other kinds of deductions. They are simply being lumped together. And already, some philanthropic sectors have felt the consequences. Foundations, for example, are now being taxed for the first time in history, ostensibly to pay for the increased monitoring that the government must do as a result of the 1969 tax revisions. But interestingly enough, these monitoring procedures have yet to be instituted; and even though the taxes amount to $60 million annually, the best estimates are that the actual cost will be no more than $19 million. The result is that America's philanthropic causes have lost at least $40 million in potential annual income from this one source alone. And what is now being proposed on other tax fronts could result in the loss of many millions more.

Why are these inroads occurring? Not because Congress is out to "get" philanthropy or because people no longer feel it is of value. On the contrary, the same opinion polls that express a strong desire for tax reform also show an even stronger skepticism about the government's ability to solve the nation's problems by itself. Private initiative is still a prized commodity.

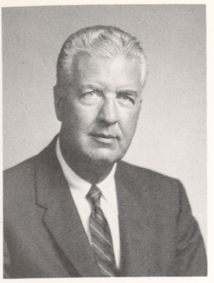
More likely, philanthropy's difficulties stem from the fact that most people see only the top of the iceberg — the dollars that philanthropy provides. What they do not see, and what must be shown to them, is the underside — the awesome ability of philanthropy to pioneer new national goals, to seek out and develop new solutions, and to challenge other parts of the social structure to greater effort for the common good. Certainly something that is this important to the quality of our lives deserves more than a knee-jerk response in the way of philanthropic tax reform.

"Already, as a result of tax reform, philanthropic causes have lost more than $40 million in potential annual income from foundations"

Fortunately, some action is beginning to take place and there are about a dozen groups, ranging from the American Council on Education to the National Council on Philanthropy, that have begun to make their voices heard.

But they are not enough. If Congress is to hear the message clearly, it must hear from more than spokesmen. It must hear directly from the institutions themselves and, more importantly, from the thousands of people who believe in and support them. Only when the small voices have joined the big voices to mount a nation-wide chorus of concern will philanthropy win its battle.

I don't know about you, but I'm rolling up my sleeves and getting to work.



TRENDS

..an insider's viewpoint

Herein, COUNSEL queries the chairman of the Marts & Lundy board of directors, Paul H. Younger, about the development function of trustees in a changing society.

COUNSEL: Trustees are obviously becoming more active in providing leadership for their organizations. Perhaps we should begin by asking about the root causes for this. What is behind this change in trustee responsibility?

YOUNGER: It seems to me that when we talk about non-profit institutions the first thing we must realize is that they have been beset by a whole variety of difficulties in recent years. Our own people who serve as volunteer officers and trustees on about 40 other organizations can attest to this. They see that many of these problems arise out of the accelerating pace of social change — especially in education — and that this is a kind of symbol of our times. Inflation, for example, has caught almost all institutions in a squeeze between rapidly rising costs and not so rapidly rising income. I think it is factors of this kind that are fostering an increasing awareness of the importance financial matters have in the survival of non-profit institutions. As a result, most boards have had to take a fresh look at their fiscal responsibilities.

COUNSEL: But hasn't fiscal responsibility always been first priority for trustees?

YOUNGER: That is certainly true. But for the past couple of decades, most institutions have been able to continue their growth without much difficulty. Today the amount of money needed from private philanthropy has skyrocketed, and the responsibility of trustees has grown accordingly.

COUNSEL: What shape is this responsibility taking?

YOUNGER: The main change is in the role of leadership that trustees perform. Leadership has always been the key function of any board. In the past, institutions with strong board leadership always forged ahead. But in some cases, board leadership was more passive then it should have been — they met once or twice a year and okayed the president's report. Today, because of the pressure of events this is no longer sufficient.

COUNSEL: Can you be more specific about the nature of this present role of leadership?

YOUNGER: Well, in terms of fund-raising, the basic principle is simply that the constituents of any institution look to their board for leadership. They expect the board to determine policy and see to it that there are funds available to carry out the programs that that policy dictates. These days, unless trustees are willing to give personal leadership to this job, no institution can expect to fund its programs properly. It's a job the president must be willing to help with, but he certainly can't do it alone.

Take for instance the increasing need to find additional dollars for operating expenses. In the past, there have been cases where trustees were quite casual about these operating funds. Annual gifts are traditionally used for this purpose and yet — incredible as it may seem — we recently looked at one annual fund where there was no trustee solicitation at all. The general trend today, of course, is for boards to be less passive and more aggressive in seeking out funds. And that includes annual funds.

From our point of view, leadership for annual giving should be vested in the board just as in capital campaigns, because everyone looks to the trustees for leadership. A key trustee should be chairman of the campaign, and he along with others on his committee should personally solicit the entire board, urging them to participate at the highest possible level so that when the campaign goes public, an announcement of a significant board total will persuade other constituents to respond generously. I could cite a number of cases where the annual fund has been doubled and even trebled in this way.

COUNSEL: If we apply this thinking across the board, does it imply that financial ability is really the key requisite for board membership?

YOUNGER: Not necessarily. A good board must have a wide array of talents. It must honestly represent the entire constituency and have many kinds of expertise available. But I am saying that financial leadership is a key board responsibility, and every board should have a good number of members on it who can make major gifts themselves and solicit other major gift prospects outside the board.

We can't escape the cardinal fact that our fund-raising records turn up every year — that gifts from less than ten per cent of the donors almost invariably provide more than two-thirds of what is raised. When this doesn't happen, it means that the leadership potential has not been realized, usually because the initial push has not come from the board.

COUNSEL: So the situation today does require strong financial leadership from the trustees?

YOUNGER: Yes, it does. We are seeing recognition of this fact from our field experience. We are also seeing more board involvement in other aspects of key responsibility. Perhaps this is because board members are usually committed people to begin with. They expect to give their time and resources when they are asked. And now that their leadership is needed more, we find that they genuinely welcome the chance to give it.

COUNSEL: You just said something about "other areas of responsibility." Would you name one?

YOUNGER: Well, an important and an increasing need is for boards to take an active part in making development plans. This involves more than simply determining the needs of the institution. It also includes finding out whether the constituency really approves of the plans and will therefore support them, whether they are actually capable of meeting the costs, and even whether the climate exists for a successful realization of the plans. When these factors are not considered carefully at the board level, the institution may falter.

COUNSEL: Have trustees been lax in their responsibilities to serious development planning?

YOUNGER: It's hard to generalize about this. We come into working contact with about 150 boards in a normal year, and no one of them is like any of the others. Some have been good at development planning, and others haven't. What I can say is that a good board does at least three things well. It determines its own goals for itself and avoids the tendency to follow the leader — that is, adopt the same program as everyone else. It also takes a long view of total development so that no one aspect will grow at the expense of another — perhaps something like the whole man theory in education. And finally — and maybe this is too obvious — it takes a very businesslike approach to getting the most development return for its dollar.

COUNSEL: What would you say to development officers about their working relations with trustees?

YOUNGER: First, I think we all should remember that a good trustee is a man with many demands on his time. So when he is asked to take on an additional burden for his college or whatever, it is imperative to back him up with the kind of staff work that will reduce his time demands to an absolute minimum. Surely it is the responsibility of the professionals to plan a campaign so that any trustee is asked to do only what he can do best. That generally means getting him to the right place at the right time with the right people — with the least possible effort on his part. It also means backing him up with the right information. When a trustee realizes he is getting this kind of support, our experience is that he is more apt to respond creatively to the job at hand.

By now, many trustees have given a good deal of time to various philanthropic enterprises. They are familiar with most of the rights and wrongs and more sophisticated about the nuances and psychology of fund-raising. We find that these trustees recognize sound fund-raising principles and are more willing to follow tested campaign guidelines than in the past.

Major Campaigns for Current Needs — Why Not?

By Theodore Wachs, Jr.

As costs continue to climb at a faster rate than income, the major campaign becomes a useful tool in closing the gap.

Shortly after World War II, Massachusetts Institute of Technology caused some raised eyebrows in the educational world by including in a capital campaign a large sum for "expendable endowment."

The phrase sounded like an affront to the code long revered by Boston area families and institutions: spend the income but never touch the principal. Further, what was an expendable item doing in a capital campaign?

MIT's purpose was to meet a need that couldn't wait for the accumulation of income-producing funds. In the post-war scramble for scientists, the Institute had to keep pace and that meant an immediate infusion of money for faculty salaries. M.I.T. was buying time until it could build a strong deferred gifts program to carry the burden. The Institute's supporters accepted the rationale and the program was successful.

Today "expendable endowment" is appearing under different names in many college and university campaigns. Sometimes it is labeled "current funds" or "general support" or "support of annual operations", but the meaning is the same: a major one-time infusion of money to meet accumulating operating needs.

The reasons are as clear as red ink on a ledger. In the back-up literature for these campaigns words and phrases are appearing that would have shocked a Board of Trustees 10 or 12 years ago — "accumulated deficit", "budget crisis" and even "debt." All are living realities to most of the nation's privately supported institutions as educational costs have continued to rise at a faster rate than income. In coping with them, many are discovering that the major campaign, usually considered only for capital needs, can be a powerful weapon.

To Beat the Crunch

Coe College in Cedar Rapids, Iowa is a good example. Coe President Leo Nussbaum spoke for many of his colleagues when he told the assembled college, "We plan to be among those institutions that survive this financial crisis and will be stronger for having done it."

Coe has followed a pattern familiar to quality liberal arts colleges in recent years: campus expansion during the fifties and early sixties to meet enrollment growth, then the pressures of inflation and soaring educational costs, followed by deficits.

To meet the immediate budget problem, the college instituted a cost-cutting program with the goal of a return to a balanced budget in fiscal 1972. But there are limits to cost-cutting for a college that prides itself on quality, and no end to inflation was in sight.

Thus, when Coe launched its Priority Program — a $4.5 million effort — the top priorities were renovation and support of academic programs, not new buildings. The only new construction in the program was a Fine Arts Building completely funded in advance by a Cedar Rapids family. Rather than separate the aims of capital and annual giving, Coe simply wrapped them up in a single package, relying on the campaign goal to raise the sights of annual donors. At last report, the program was going well.

The Dartmouth and Brown Experience

A number of colleges and universities felt the pressures early and began to build current support into their capital campaigns. Several years before the 1969-70 crisis period Dartmouth and Brown prepared major capital campaigns and put operating needs high on the priority list. Dartmouth simply added an "expendable fund" to its endowment objectives. Brown listed as separate items "special program support" and "current funds." It is worth noting that midway in its opening phase of the Program for the Seventies Brown revised its objectives and nearly doubled the current support amount.

With their own variations, both Dartmouth and Brown followed the M.I.T. approach of buying time until they could build additional permanent income. Instead of relying on the proceeds from deferred gifts, however, they put sizeable endowment needs into the campaign itself. In the Dartmouth lineup nearly $40 million of a $51 million goal was for endowment. At Brown, the endowment figure was $12 million out of a $30 million total.

Linking current support with endowment is good public relations as well as sound fiscal strategy, for it assures the campaign supporters that the college has planned for long-range stability.

Some Different Approaches

At Wittenberg University the use of a capital campaign for current operations took a somewhat different turn. In 1966, Wittenberg urgently needed a new science center but had raised only a portion of the required funds. The trustees decided to borrow the remainder on short-term loans and go ahead with the building. They planned to retire the debt through a community campaign scheduled for the university's home city of Springfield, Ohio within the next few years.

The plan made good sense and good arithmetic. With inflation in the building trades running around 12 to 15 per cent annually, Wittenberg could borrow the money at a net saving, provided it could retire the debt reasonably soon.

The need was presented forthrightly to the Springfield community, and the campaign was one of the most successful Wittenberg has ever conducted. Heidelberg College in Tiffin, Ohio also faced an inflation-born debt problem at the opening of Phase II of the Heidelberg Fund. While Phase I was oversubscribed, higher building costs left the college with a liability of several hundred thousand dollars that threatened to put a severe strain on the operating budget. The college met the problem by including a "Phase I holdover" item in its current campaign.

Long-term debt, of course, would be a different matter. At eight per cent a 20-year loan will cost over $2 million in interest and amortization for each $1 million borrowed. But Wittenberg and Heidelberg faced unusual, short-term situations and found that there is more than one way to put the major campaign to work in stabilizing a budget.

St. Olaf College in Northfield, Minn. found still another way. A highly innovative college, St. Olaf has undertaken a number of new projects, including an American Indian education program and an experimental college on the campus. While current funding for these programs is assured, the college wants to be prepared for other opportunities, probably unknown today, that are certain to arise.

To give itself the flexibility to meet them, St. Olaf included a "Venture Funds" item in its Centennial Fund, now in the early stages. The college plans to use these funds to test new patterns and methods in administrative as well as academic areas. St. Olaf has learned that improvements in college management can more than pay for themselves in long-run economies, but the venture capital must be there for the initial pilot studies.

The Response Is Good

Generally, constituencies have reacted well to the trend

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toward major campaigns for current need. Pre-campaign surveys for Marts & Lundy clients have found an increasing concern for fiscal stability and a feeling that budget-balancing and endowment are, in many cases, more important right now than further campus expansion. The success of the campaign in which support of operations plays a part speaks for itself.

There are several built-in cautions for this type of campaign, however. If the college can enter the campaign with sound evidence of its own effort to hold costs in line, donors are more inclined to help. The best proof is a balanced budget before the campaign opens. Both Coe and St. Olaf were able to accomplish this by kick-off time and thus assure donors that their contributions would go entirely for future needs.

The next best move is a sharp reduction of deficits and a planned program, with a fixed target date for wiping out the deficit altogether. Nobody likes to give to what he might consider a "bailing-out" fund.

How you explain the current support need is also important. This isn't just a matter of semantics, but of making the need thoroughly understandable to the prospective donor. In its community campaign, for example, Wittenberg explained the current need as "Completion of Financing for the Science Center," which is not only more attractive than "debt retirement" but more descriptive.

Several of the major foundations have clearly indicated their interest in program support rather than new construction. It is unlikely that any of them will be attracted by budget-balancing, but imaginative programs related to human and social needs will get their attention.

What About the Future?

Is major campaign support for operating needs only a temporary expedient, as it was in the depression of the thirties? Or will it become a permanent fixture of the capital campaign, along with the inevitable need for more laboratories, libraries, dormitories and physical education centers?

Projections by the U. S. Office of Education suggest that it will. The USOE predicts an increase of about 50% in college and university enrollment between 1969 and 1979 — from 8 million to 12 million. During this same period, however, the forecast is for nearly doubling current fund expenditures, from 20.8 billion to $40 billion.

Then there is the matter of shifting patterns in education. As President Sidney A. Rand of St. Olaf put it, "The old answer that education is by its nature costly may still be true, but 'costly' is a relative term and circumstances are going to press upon us changes that we may not have dreamed of a few years ago." There's no doubt in anyone's mind that those changes will be expensive.

It looks like major campaign support for current needs is here to say. Perhaps it would be more accurate to say that it always *has* been here, but is now re-discovered as a worthy and acceptable part of the capital campaign.

ENROLLMENT

	Fall 1969	Fall 1979
Total, all institutions	7,917,000	12,258,000
Public	5,840,000	9,806,000
Private	2,078,000	2,451,000
Degree-credit	7,299,000	11,075,000
Public	5,260,000	8,671,000
Private	2,040,000	2,403,000
4-year	5,902,000	8,629,000
2-year	1,397,000	2,446,000
Men	4,317,000	6,251,000
Women	2,982,000	4,823,000
Full-time	5,198,000	7,669,000
Part-time	2,101,000	3,405,000
Undergraduate	6,411,000	9,435,000
Graduate	889,000	1,640,000
Non-degree-credit	618,000	1,183,000

EXPENDITURES
(in billions of 1969-70 dollars)

	1969-70	1979-80
Total expenditures from current funds	$21.8	$40.0
Public institutions	13.8	26.8
Student education	8.6	16.9
Organized research	1.8	2.8
Related activities	0.8	1.8
Auxiliary, student aid	2.6	5.3
Private institutions	8.0	13.2
Student education	4.1	6.5
Organized research	1.7	2.9
Related activities	0.4	0.6
Auxiliary, student aid	1.8	3.2
Capital outlay from current funds	0.5	0.5

Enrollment will increase by 50% but current expenditures will double, says the U.S. Office of Education.



HARTFORD LEADER HONORED

Frank O. H. Williams (at left) shown as he received the Marts & Lundy Medal for "outstanding volunteer leadership in philanthropy" from Marts & Lundy President, Melvin D. Brewer (next to Mr. Williams). Participating in the ceremony are Harry V. Williams, Chairman and President of the Hartford Insurance Group, Chairman of the Mount Sinai Hospital Completion Campaign Steering Committee (second from right) and John R. Suisman, Vice President of Suisman & Blumenthal, Completion Campaign General Chairman (at right).

The medal was awarded to Mr. Williams for his leadership in many important campaigns, both national and regional, over many years. In the Mount Sinai Hospital Campaign, he served as Chairman of the Corporate Gifts Committee. The more than $2 million subscribed by the Hartford Corporate Community to the $5.8 million Completion Campaign was a major factor in its success.

Are They Really Getting The Message Out There?

by Homer Page

Communicating is a two-way street. Keep your people informed if you want them to respond when you need them. Otherwise, it may be too late.

The stormy weather that visited most private educational institutions in the late 1960's was not entirely an ill wind. While some schools battened their hatches, tightened their belts, and hunkered down to await fair skies, many others began to take another look at some leaky premises they had always considered weatherproof.

Among these was the idea that academe should take its constituents more or less for granted except on highly ceremonial occasions. Don't bother them, the idea went, with the trials and tribulations of Old Main. True, everyone was aware of the alumni complaint, "I never hear from the old place unless it's for you-know-what." But surely this did not mean that constituents really wanted to be let in on the terrors of budget-balancing or the rigors of student recruitment. Or did it?

Many successful corporations now operate on the premise that their stockholders will be less jittery and more confident if they know what the company is up against and what is being done about it. Indeed, corporations often keep a firm hand on public relations operations during the good profit-making years and give them a freer rein during lean years. This is not to say they send stockholders a verbatim account of every board meeting crisis. It is to say that many companies have found it pays to inform their backers with properly reasoned explanations of their corporate behavior, especially when times are tough.

Those in the business of keeping track of such matters for the academic world have files replete with examples of highly successful institutions that were doing this all along, and have a large group of dedicated adherents to show for it. One university that did not bother to keep its people properly informed, learned of its error in a curious way a few years ago. After a period of student unrest and campus demonstrations, their annual fund fell off considerably. A further look revealed that total alumni gifts were markedly down, while gifts from parents remained high. It did not take much investigation to find that the students had been discussing these campus problems with their parents, while the school itself had not bothered to do this with its alumni. The impression parents received was one of honest soul-searching and some reorganization of priorities on the part of the university, while the alumni were left to make up their own minds from the scare headlines. Even though the information parents received from their youngsters may not have put the school in the best light, they reacted far more positively than the alumni who had been left in the dark.

THE AUTHOR. Homer Page, a staff writer for Marts & Lundy, has spent twenty years communicating through most of the leading national magazines, as well as several foundations, corporations, and United Nations agencies. As a writer-photographer, Mr. Page focused primarily on science, education, and social affairs. His work has taken him to more than 60 countries where — he tells us — his ability to communicate was often reduced to a pleasant smile.

There are, of course, some basic principles involved in keeping people informed. They read like a primer in communications, yet they are often overlooked amid the daily pressures to be found around any public information office. A few are worth reviewing here.

The first principle is to know your audience. Are they merely a vague, off-campus mass of bodies at the end of the mailing list? Or are they concerned individuals whose ideas can be clearly articulated, especially in terms of their attitudes toward the institution? These particular questions boil down to knowing who really is on the mailing list. All too many lists are reminiscent of Gogol's "Dead Souls," full of names with the wrong addresses, or addresses with the wrong names, or simply names of people who no longer exist.

So it is pertinent to ask when the mailing list was last checked, if ever. In all the mailings that went out last year, was there one asking for a bit of information on a simple return form? If not, something should be done. A full mailing could advise the constituents that the lists are being updated, and a short checklist could sort out a few of their reactions. Have they heard about the following recent developments? What kind of information interests them most? Would they like to continue hearing from the institution? Returns from some such mailing would serve to make the list leaner but healthier and probably pay for itself in future postal savings alone. More important, it is one way to provide some clues to the kind of information recipients expect, and that is half the communications battle.

There are many other ways to get to know more about your audience. These range from building a file on media research data that will document national opinion trends to talking with people personally whenever possible. The key here is to make a clear, conscious, and continual effort to get as much feedback from your audience as possible. This can and should be done quite candidly, since most people consider it a compliment to be asked about their opinions. The history of decades of confidential polling reveals that many constituents do not hold the attitudes toward their institutions that administrators and managers think — or hope — they hold. A number of institutions have realized the sad implications of this condition too late to do anything about them.

Another communications principle deals with image — that much maligned word from Madison Avenue. The advertising people actually have an effective device here, although it sometimes suffers when the image is fabricated and pasted on a company rather than growing out of its basic tenets. It is not always easy to clarify these tenets and resolve them into a meaningful image, but the tenets do exist and the effort is worthwhile. One educational institution may seem similar to another, just as one person is similar to another, yet the sum of its many qualities is most certainly unique just as each human being is unique. It holds a unique set of beliefs, pursues a unique course of action, fulfills a unique purpose. Herein lies the possibility of creating a true image.

Perhaps the major image problem in an institution is that it may have, in fact, too many of them. In former simpler days, the old school emblem with its Latin motto was branded on all publications and was expected to bring instant recognition. This literal use of image was largely abandoned because virtually all educational institutions now seek more identification with the future than the past. Brassbound traditional values must now appear in a more dynamic context. The result has been a multiplicity of images. The alumni publication has one, the student recruitment piece another, the President's message still another. Each is designed to appeal to its own audience and, in that sense, it is justified.

But what do all these interrelated, dynamic attitudes in any one school actually add up to in the eyes of its public? The answer may well be, "not much." Without some help from the image-maker to unite them into a singular, striking concept, these many versions of the institutional image may water down its individuality to a point where it looks just about like every other institution. Not unique. Not worth any special effort. Just ordinary.

Even so, it should be obvious that no modern institution can expect to encompass all its complexities in any single graphic image — as it may have been possible to do in the past. The institutional image now requires not only a total synthesis of its graphic presentation, but also a fundamental theme underlying its written matter as well. The image concept of today should infuse a broad range of messages, each designed for a specific facet of the constituency yet each permeated with a flavor distinctly characteristic of the particular institution.

This involves more than piecemeal image-making, and brings another principle of communications into play: coordination. A recent professional survey of promotional publications at a small midwestern college illustrate this point. In order to increase its enrollment and financial support, the college put out some 15 publi-

cations a year, directed to half a dozen audiences in its constituency, and emanating from five administrative offices. An analysis revealed that the quality and content were fair, and that the college was enjoying an excellent return on its printing investment in terms of the number of publications distributed per unit cost.

There was, however, a lack of coordination between the publications that caused some serious difficulties. For instance, because each office had traditionally put out its own kind of publications, the amount of funds spent to reach each segment of the audience had more to do with budgetary factors in each office than with the importance of the audience to be reached. No one was responsible for seeing that the total output of money was doing the best job of communicating the total message, that is, increasing enrollment and funding. Consequently, some audiences were overfed while others were starved. One of the starving audiences was, paradoxically, a prime potential source of funds.

Again, the total array of publications lacked any design unity. The college personality portrayed in each piece varied with the eye of the editor. Although the college happened to be strongly progressive in its academic character, some publications were conceived in the mode of a decade ago. Even though the school housed a broad range of teaching practices, it had made serious efforts to unify the principles involved. The various modes of publication tended to distract from this unity instead of speaking for it.

All in all, problems of this kind are common to many institutions that depend on public understanding and support for their survival. In addition, each institution has problems peculiar to itself, and scarcely one of them will stand still long enough for armchair analysis. So continuing efforts to understand the audience, sharpen the image, and coordinate the program will at least contribute to positive results in what has become a highly competitive field.

Keeping your channels of communication open is one thing and what goes through them is quite another. Messages can slip out that do not fully satisfy or convince your readers. Here are three ways to check them for missing parts:

OVERVIEW . . . Bring it all together
Even though you are familiar with your subject, don't assume your public is. Each reader usually knows only a part of the subject, maybe the bad part. So order your big facts and tell the story the way you would want to hear it told. This will allow you to emphasize the constant factors that underlie the public image you should be projecting. Document, of course, your positive side — the gains, honors, successes.

ANTICIPATE . . . before they do it to you
The best way to beat trouble is before it starts. Don't let it spill all over the place before you prepare your people for it. An explanation of the pros and cons of a situation that you know will become sticky can serve to prepare your people to see your side of events as they develop. Where possible, include some reactions from members of the audience you want to reach.

PROJECT . . . keep them looking ahead
One of the worst responses a faithful backer can have comes with the discovery that he has been left out, that he doesn't know what's up. So pave the way into the future as you go along. The more conversant your people become about your plans, the more they will understand and accept them. This also gives you the opportunity to justify them over a period of time as the opportunity permits.

Publicity Sparks Local Campaign

What do you do when you have to conduct a six month campaign in four months? One answer is to pull out all the publicity stops you can to focus attention on the needs and goal as soon as possible.

In an expansion and development program for The Darien (Conn.) Library, resident director Richard B. Boardman had the main ingredients at hand: a 15-year growth record for the Library, a responsive community and the promise of a $100,000 State grant if the Library broke ground in early 1973.

Initial gift donors, led by the Board of Trustees, provided the all-important base by pledging nearly 40 per cent of the $450,000 goal. Now the job was to get the word out to the town.

During the next two months, the Library's story made the front page of the local newspaper nine times, plus two editorials and a long letter to the editor. A speakers' bureau made presentations to every local group from the Kiwanis Club to the Community Council. A Girl Scout troop distributed library news letters door to door. Local artists produced cartoon mailings and a poster for store fronts in the business section.

By late October, the Library drew an overflow crowd to its annual meeting and enough telephone volunteers to require installation of extra lines. The tele-thon ran for six days and produced 450 firm pledges, including ten in the four-figure range.

Townspeople not reached by phone received a special mailing which was also productive. By early January, the campaign total was $560,000, more than $100,000 over the goal, with pledges still coming in.





Local volunteers man the phones in Darien Library's over-the-top development campaign.



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- Future gift programs
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- Annual fund counselling

CLIENTS SERVED 1971-73

COLLEGES AND UNIVERSITIES

Bentley College
*Brown University
*Bucknell University
*Cedar Crest College
*Christian Theological Seminary
*Coe College
Concordia College (N. Y.)
Detroit College of Law
*Dickinson College
Drexel University
Dunwoody Industrial Institute
*Eastern Baptist College and Seminary
*Elizabethtown College
Fordham University
*Franklin and Marshall College
*Gardner-Webb College
*Gettysburg College
*Heidelberg College
Judson College (Ill.)
*Lafayette College
*Lebanon Valley College
*Lehigh University
Loyola-Notre Dame Library, Inc.
*Manchester College
Maryville College
Midland Lutheran College
*Milwaukee School of Engineering
*Moravian College
Newton College
North Greenville College
*Otterbein College
*Philadelphia College of Textiles and Science
*Pine Manor Junior College
*Roanoke College
Rockefeller University, The
*Roger Williams College
*St. Olaf College
Seton Hall University Law School
*Seton Hill College
Simpson College
*Sioux Falls College
*Tufts University
Union Theological Seminary
United States Military Academy at West Point, The
University of Evansville
Upper Iowa College
*Wesleyan College (Ga.)
Wesley Theological Seminary
West Virginia Wesleyan College
*Wheelock College

INDEPENDENT SCHOOLS

*Allen-Stevenson School, The
*Baldwin School, The
Berkshire Country Day School
*Canterbury School
Churchill School, The
Fessenden School, The
*Groton School
*Hill School, The
Kenwood Academy of the Sacred Heart
*Lincoln School
*Loomis-Chaffee School, The
Maine Central Institute
Miss Hall's School
*Moses Brown School
Pennington School
*Perkiomen School
Phillips Exeter Academy, The
*Providence Country Day School
*St. Andrew's School
*Saint David's School
Saint James School (Md.)
*St. Mark's School
St. Stephen's School (Va.)
*Tabor Academy
Tenacre Country Day School
Walnut Hill School

RELIGIOUS

*American Baptist Convention
Christian Church
Florida Methodist Conference, The
Hartford Seminary Foundation
*St. Nicholas Greek Orthodox Church
*United Presbyterian Church in the USA

HOSPITALS AND MEDICAL CENTER

Christ Hospital (N. J.)
Methodist Hospital of Brooklyn, The
Mount Sinai Hospital (Conn.)
Passavant Memorial Hospital
Roger Williams General Hospital
Royster Memorial Hospital
Saint Luke's Hospital (Mo.)
Saline Community Hospital
*Westchester Medical Center

OTHERS

American Institute of Baking
*American Newspaper Publishers Association Foundation
Darien Library
Distributive Educational Clubs of America
Hoff-Barthelson Music School, The
Inglis House
Music Educators National Conference
National Academy of Engineering
*National Urban League
New Jersey Symphony Orchestra
Ocean Grove Camp Meeting Association
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"The roads you travel so briskly lead out of dim antiquity, and you study the past chiefly because of its bearing on the living present and its promise for the future."
—Lieut. Gen. James G. Harbord (1866-1947)

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MARTS & LUNDY, INC.

Serving Philanthropy for 50 Years

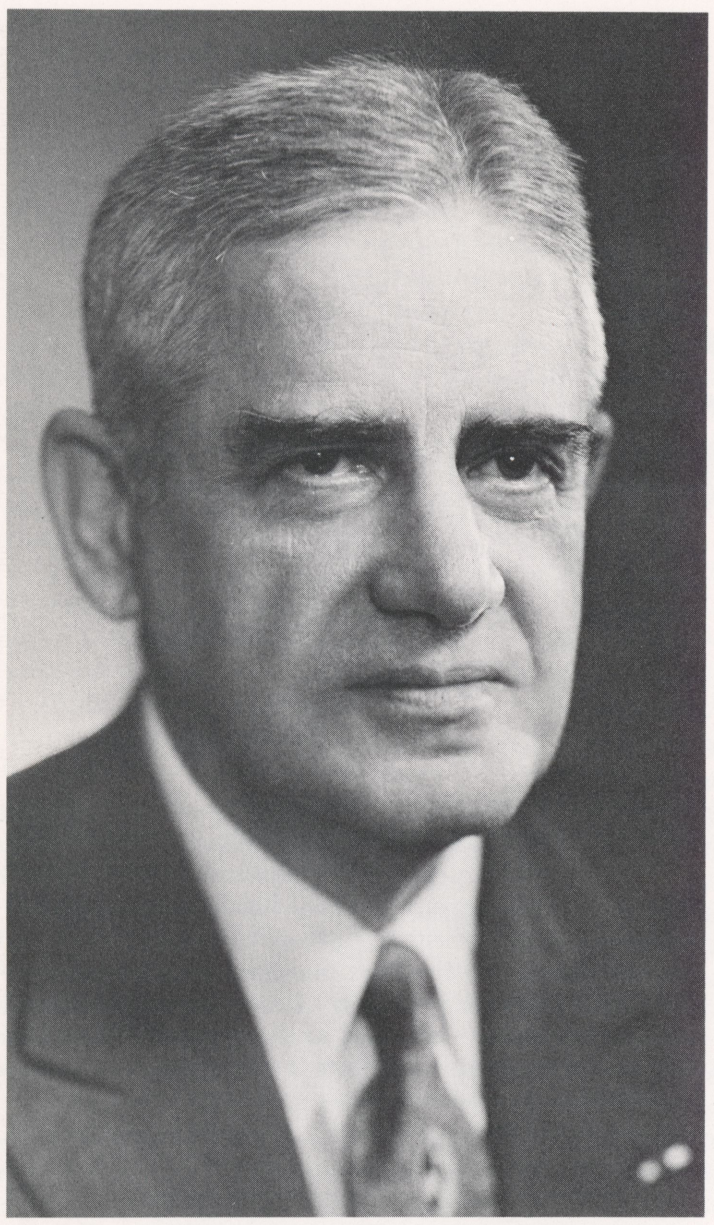
1926 - 1976

In the same year the United States of America observes the 200th anniversary of the Declaration of Independence, Marts & Lundy, Inc. celebrates the fiftieth anniversary of its founding. Fifty years, even two hundred years, is not a long time in world history, but mankind has perhaps made more progress in the years that have elapsed since 1776 than in any similar period in human history and the past half-century since 1926 has seen civilization take more steps toward human freedom and realization of human dignity than a thousand years of previous history.

A small, but potent factor in the betterment of human lives since the early days in this century has been the growth of the profession of fund-raising. Arnaud C. Marts and George E. Lundy were two men who helped to establish in the minds of the public the fact that unselfish volunteers and donors, guided by professionals who were more interested in helping others than in making large incomes, were making outstanding contributions to their fellow human beings and to building a better world.

Both came from devout homes, in which religion played a central role; both entered the YMCA movement, which eventually spawned most of the early practitioners of professional fund-raising; and both devoted their lives to outstanding service to thousands of deserving institutions.

After serving as members of one of the earliest firms, (Ward, Hill, Pierce & Wells) shortly after World War I, Marts and Lundy formed a partnership with a third man, Bayard Hedrick, under the name of Hedrick, Marts & Lundy, in 1926, with offices at 527 Fifth Avenue, New York City. A midwestern office was opened in Canton, Ohio, where Mr. Lundy preferred to live. Within two years, Mr.



ARNAUD C. MARTS, 1888–1970

Mr. Marts, born in a Congregational Church parsonage in Reeds Corners, New York, graduated Phi Beta Kappa from Oberlin College and began his career in the YMCA movement. After a few years' service with the Standard Life Insurance Co. in Pittsburgh, he helped raise funds during World War I for several war agencies located in Washington. After forming the firm of Marts & Lundy, Inc. in 1926, he served a number of organizations as a volunteer board member and consultant and made important contributions to the growth of fund-raising as a true profession. He received honorary degrees from four colleges, helped found Wilkes College in Wilkes-Barre, Pennsylvania while serving for a ten-year period (1933-45) as President of Bucknell University, and served as the first director of the Pennsylvania Civil Defense Council and as a captain in the U.S. Coast Guard Reserve during World War II. His leadership of Marts & Lundy and his activity for a score of volunteer agencies resulted in aid to hundreds of institutions that play vital roles in the nation's educational and philanthropic life. He was also one of the founders and a three-term President of the American Association of Fund-Raising Counsel, Inc.

Hedrick left to help form another firm and the name of Marts & Lundy, Inc. was chartered by the State of New York, with offices at 521 Fifth Avenue, where they have remained.

The firm's first account was for the Presbyterian Pension Fund for $15 million led by Will H. Hays as chairman and Andrew W. Mellon, U.S. Secretary of the Treasury, as treasurer. The firm had a staff of six at that time, but the burgeoning demands from institutions of all kinds for funds for buildings and programs in those early years after World War I, called for additions to the staff at a rapid pace and for extension of services to a number of widely divergent organizations and institutions.

Early on, the firm was called on to raise funds for fraternal organizations such as the Elks, the Eagles, the Masons; community chests; homes and orphanages; YM and YWCA's; boy and girl scout programs; colleges and schools; individual churches and denominations. In 1928, it created a "hotel financing department" which assisted various cities raise funds to finance construction of hotels which were in short supply in those days. In the early thirties and during the depression, the firm helped raise funds for the restoration of Fort Necessity near Uniontown, Pennsylvania, for the Chautauqua Institution which had declared bankruptcy and similar organizations which found that it was possible to gain support even in the midst of America's most troublesome economic times.

Then the firm gained a reputation among small, sometimes struggling colleges for its ability to rally alumni and other friends to their aid. Literally hundreds of these institutions used Marts & Lundy services for capital campaigns designed to raise funds for much-needed buildings and equipment. Then, in the mid-fifties, their acute need for better faculty salaries led to campaigns for endowment for both salaries and for student scholarship aid. The firm also assisted a number of institutions in student recruitment campaigns during the depression years and provided writing services and some counseling on annual giving programs.

After World War II, demand for professional fund-raising services became intense. The firm expanded by adding scores of new men to the staff, but only after adequate training programs and on-the-job training under the expert supervision of seasoned men. Prior to the War, most new additions to the staff came out of the YMCA movement — YMCA secretaries who had worked for years on annual membership campaigns and capital fund programs using techniques formulated from the earliest days of professional fund-raising by the men who are considered the founding fathers of the profession: Charles S. Ward, Harvey Hill and Lyman L. Pierce. Many of them also received even more disciplined training and experience in World War I in campaigns waged by the Red Cross, the Community Chests, and the YMCA.

Marts & Lundy engaged a new type of experienced man

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after World War II. Men who had served as volunteers in fund-raising programs for their own churches or schools saw the profession as one which would give them greater personal satisfaction than in the sale of products or other types of services. Consequently, new staff members were recruited from the ranks of salesmen, advertising men, the legal profession, the ministry and business. Many others had become interested in fund-raising while serving on the staffs of educational institutions which Marts & Lundy had served as counselors. They were never engaged by the firm, however, without prior consent of their employers.

Messrs. Marts and Lundy were committed to high ethical standards and practices from the start and, as Dr. Marts once wrote, "We are proud of the efforts so many of them (their colleagues) made to establish fund-raising as a useful and dignified profession rather than a competitive scramble for business and profits." That attitude prevailed in the recruitment of staff members during all of the long reign of the two founders, as it does today — fifty years later.

Independent schools first began to raise capital funds after World War II when it became evident that they were lagging behind the colleges and universities in securing financial assistance from their constituents. Encouraged by a successful $1 million program for The Lawrenceville School in 1946, which was oversubscribed, other schools began to call on the firm for assistance. The first high-water mark in private school fund-raising was set by The Hill School, Pottstown, Pennsylvania, which exceeded its $3 million quota. School after school came to Marts & Lundy for help and a large portion of its current business is still devoted to schools on the elementary and secondary level. Over the years, the firm has assisted 117 schools in one or more campaigns which have raised a total of $187,940,096, the largest to date being The Phillips Exeter Academy which raised $25,654,329 in 1969-1971.

The firm has continued to render fund-raising services for a wide range of organizations. For example, it has provided service for large multi-million-dollar programs of several church denominations (particularly The United Presbyterian Church in the U.S.A.; the American Baptist Churches; the Lutheran Church in America; The Protestant Episcopal Church; the Moravian Church, Northern Province; the National Council of Churches; etc.). It has directed two capital campaigns for the United Negro College Fund and is currently engaged in a third.

Up to and including the current year, Marts & Lundy, Inc. has performed services for 3,517 different institutions (some as often as five or six times) which raised $2.5 billion.

Dr. Marts often said that he and Mr. Lundy had chosen their goal of a professional firm, rather than a commercial firm, for two basic reasons: "Primarily, because that was in line with our own life purposes, nurtured by our homes, our education, and our preference for lives of



GEORGE E. LUNDY, 1882–1969

Born and reared in Iowa, Mr. Lundy had hoped to study electrical engineering at Iowa State College, but was forced to drop out only three months after matriculation because of adverse circumstances at home. He took a position with the YMCA in Waterloo, Iowa, and then moved to Chattanooga, Tennessee where he had his first experience in fund-raising. He decided he wanted to make fund-raising his career and, after serving for a few more years as a YMCA secretary, joined the staff of a pioneer firm—Ward, Hill, Pierce & Wells—at the age of 41. While on leave of absence from the Canton, Ohio YMCA, he was an active participant in the 1917 American Red Cross Campaign for the $100 million World War Fund. He joined Arnaud C. Marts in 1926 to form the firm which now bears his name, refusing to be located in New York, but maintaining an office in Canton, Ohio for over forty years until his retirement. He was Vice President and Treasurer of the firm, supervised contracts and personnel west of Pennsylvania, and made many important contributions to the firm's success. He maintained one of the most complete libraries and research departments extant in the fund-raising field and was a leading expert in programming campaigns for churches and temples.

usefulness . . . Also, we had the conviction that the voluntary efforts of citizens of America to give their money and their efforts to establish institutions of education, religion, health, character-building, and community service, constitute one of the noblest manifestations of American self-government."

Contributions to the Profession

The firm has taken steps over the years to lead fund-raising toward ever more effective professionalism. This is not to claim that professional status has been completely achieved, but the attempt has been made and continues to be made, as others are doing, to increase service to philanthropy and to continue the profession as an essential function in modern society.

Marts & Lundy has taken several steps over the years to strengthen its service to philanthropy. Some of these are:

1. Careful selection of staff
2. Selection by clients
3. Fees charged on a standard professional basis
4. Technical training of the staff
5. Creation of guidelines based on analysis of past experience
6. Creation of fund-raising programs based upon thorough surveys "in depth"
7. Publications of value to clients
8. Active support of philanthropic, educational and religious agencies
9. Adaption to new fund-raising methods

1. *Selection of Staff*

The firm is interested in attracting men and women to its staff whose life careers are already guided by service motivations. Those drawn to the staff have usually been active in religious or educational fields because of their basic desire to help their fellowmen. It is not necessary, therefore, to inculcate professional attitudes: they are already there.

2. *Selection by Clients*

The firm has been fortunate in the institutions and their leaders who have selected Marts & Lundy to counsel them. The policy of not soliciting business actively has been an important factor in the professional character of the firm. Clients approach us in the first instance. Thus, we are able to devote our energies to serving our clients, rather than persuading them to retain us.

3. *Fees*

The firm has not raised one dollar on a percentage basis. Our fee is a service charge based on the manpower needed by the client. Also, it has no relationship to the total amount of the goal. In fact, the fee can be, and often is, as much for a campaign seeking $5 million, as it is for another seeking $1 million or even less.

4. *Staff Training*

The firm has pioneered in giving thorough training in fund-raising techniques to staff members, regardless of how much previous training they have had. This is done through required attendance at annual staff conferences, at special training sessions for new employees, and through supervision by officers of the firm. Staff members are regularly alerted on new developments in fund-raising and public relations, on new books and other reading materials, and articles of interest on a professional level.

5. *Fund-Raising Guidelines*

Obviously, a profession needs guidelines for its practitioners, based on a mass of evidence culled from past



FIRST NATIONAL CHAIRMAN

Will H. Hays was a prominent young lawyer in Indiana when the Governor of that state appointed him the head of the Indiana State War Council to secure the cooperation of civilians in World War I. Dr. Marts first met and worked with him on a war-time YMCA fund-raising program in Indiana. Mr. Hays eventually became chairman of the National Republican Committee which elected Harding and Coolidge in 1920. He served as Postmaster General under President Warren G. Harding for a brief period before becoming the first "Czar of Hollywood" as a result of public demand that Hollywood movies and morals be placed under strict standards and codes. Hays called on Marts to help raise funds for the Theodore Roosevelt Memorial Fund in 1919 and called on him again in 1926 when the new firm of Marts & Lundy served the Presbyterian Church of the USA in a fund-raising campaign for a contributory pension fund for ministers. The $15 million fund committee was headed by Will Hays as chairman, Secretary of the Treasury Andrew W. Mellon as treasurer, and Arnaud C. Marts as campaign director.



AIRMAN

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experience. Marts & Lundy's files contain vast amounts of evidence taken from results in its own campaigns as well as those available from other sources. This is sifted, sorted, analyzed and constantly compared with new data so that up-to-date information is available for all types of campaigns.

6. *Programs Based on "In-Depth" Surveys*

Marts & Lundy insists on pre-campaign feasibility studies before engaging in active campaign direction for a client because they often reveal facts — good or bad —that are not readily apparent. Guided by these facts, which are accumulated through a deep study of the institution's strengths and records and personal interviews with prospective donors, officers of the firm can determine how the client's objectives can best be met.

7. *Publications*

Another essential element in a dignified vocation or profession is the creation of thoughtful and informative literature on the subject. Marts & Lundy has produced various forms of printed material in the general field of philanthropic fund-raising over the past 50 years. Some have been published in journals and magazines and then reprinted by the thousands and distributed to the philanthropic field. Some were speeches which were later printed and distributed. The firm continues to provide this service for its clients and its own staff.

8. *Support of Other Agencies*

Members of the staff are encouraged to render active service to institutions on a volunteer basis within the limits allowed by their own parameters. Several serve on the boards of trustees of colleges, schools, and churches; others are active on the boards of health and welfare agencies; and many take part in other facets of community life on a volunteer basis.

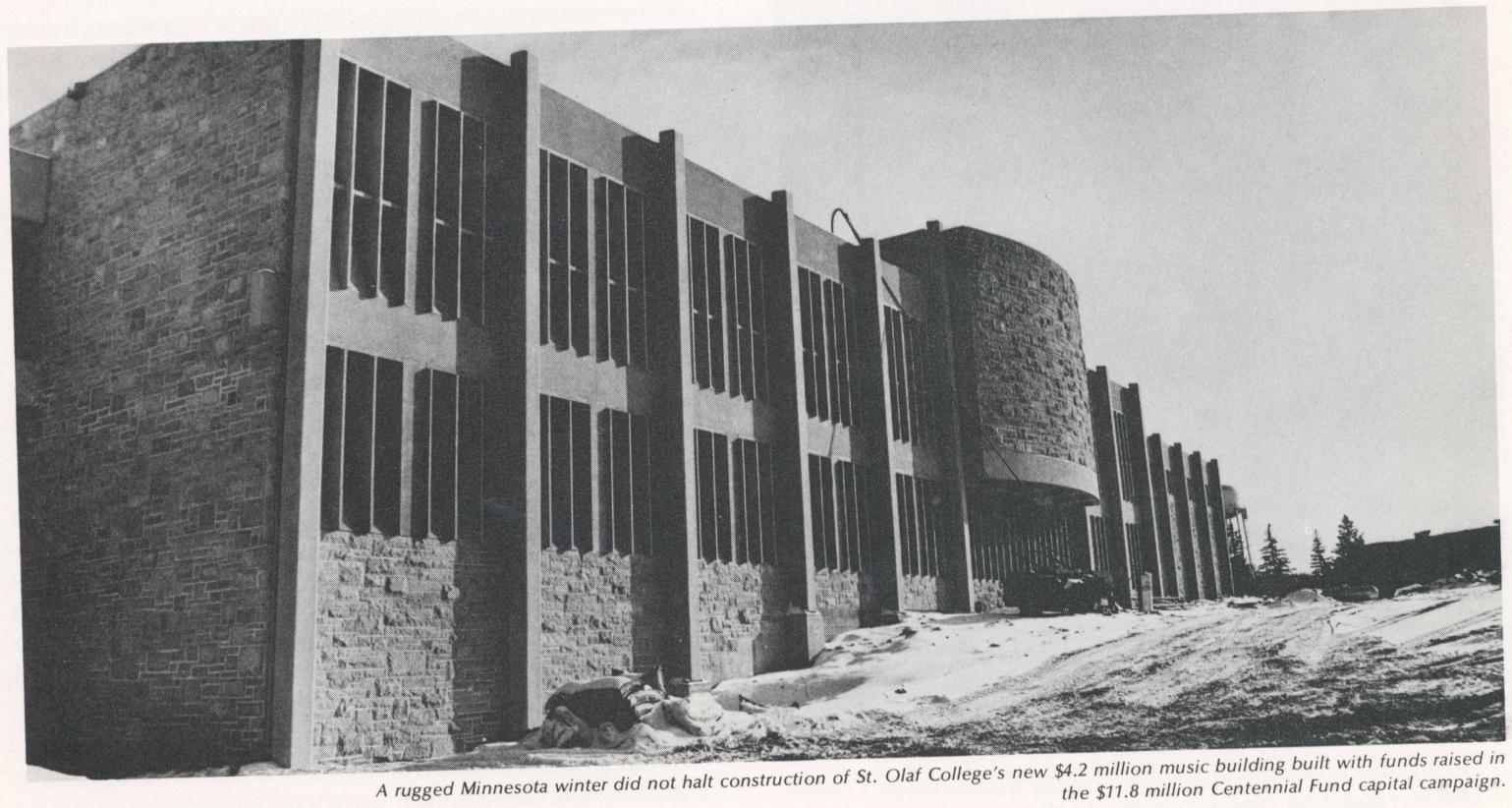
The firm has made important contributions to other organizations which, in turn, served important roles in philanthropy.

a. The American College Public Relations Association

Marts & Lundy contributed toward the rental cost of the Association's first headquarters office in Washington for several years until the Association was able to operate on its own resources.

In 1945-46, the firm financed the ACPRA's first text book on College Public Relations, written by W. Emerson Reck.

b. In 1955, Marts & Lundy provided funds to enable the American Foundations Information Service to publish the seventh edition of American Foundations and Their Fields, the first comprehensive directory on foundations made available to the public. After the death of the owner of the service in 1959, Marts & Lundy assumed his obligations to prepaid subscribers to his monthly bulletin, American Foundation News, to the end of the subscription period in June, 1960. The firm then transferred all of the owner's records on foundations to its permanent files.

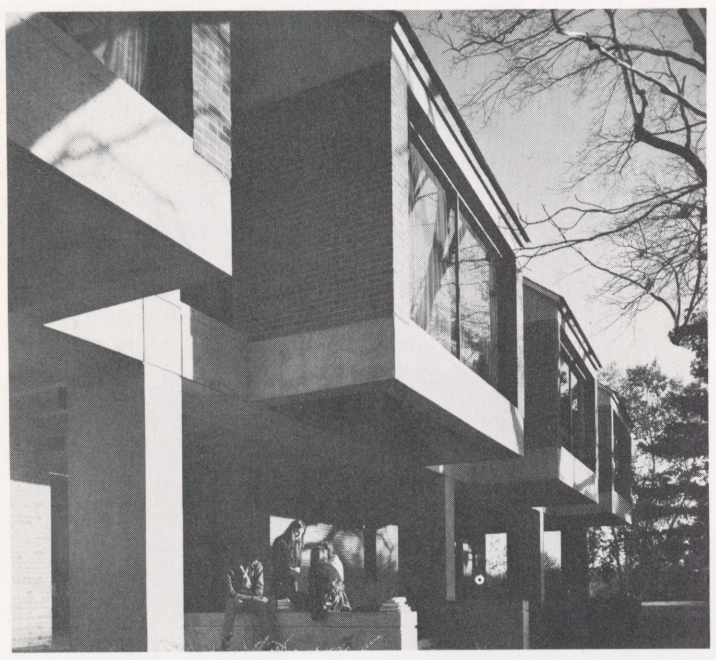


A rugged Minnesota winter did not halt construction of St. Olaf College's new $4.2 million music building built with funds raised in the $11.8 million Centennial Fund capital campaign.

c. American Association of Fund-Raising Counsel, Inc.

In the early 1930's, it became apparent to leaders in the fund-raising field that the new techniques for raising vast sums of money for philanthropic purposes might easily be captured by unscrupulous persons and used for selfish purposes. This lead to the formation of a professional association, the American Association of Fund-Raising Counsel, Inc., of which Marts & Lundy, Inc. was a founding member. The Association established and continues to maintain high ethical standards and practices. Three Marts & Lundy officers have served terms as head of the Association and other staff members have been active participants as officers and committee members.

Dr. Marts served three terms as head of the Association and was responsible for two very important developments. During the second term, he worked closely with New York State Senator Bernard Tompkins in the investigation of fund-raising frauds in New York State, gave public testimony in the Tompkins' hearings as the representative of ethical firms, and gave invaluable assistance in writing the new state law governing solicitation for philanthropy in the state. The New York State law became a model for other states which have since adopted similar regulations.



The award-winning Katharine Brush Library is one of the new buildings provided for The Loomis-Chaffee School, Windsor, Connecticut, in the first phase of the School's long-range Challenge Fund.

In his third term, Dr. Marts was a leader in establishing a permanent office for the Association, with a salaried secretariat and executives. The Association has continued as a strong force in policing fund-raising within its own ranks and in reporting developments in the profession bearing on our national life and philanthropy's impact on human society. It has also cooperated with the Filer Commission on Private Philanthropy and Public Needs in the study of "Giving in America."



Gifts raised in public campaign, plus loans, nearly doubled the capacity of Saint Luke's Hospital, St. Louis, Missouri, and provided increased service to the inner city.

d. Professional Development

Perhaps one of the firm's most important and lasting contributions to philanthropy has been its espousal of and its training of development directors for schools, colleges, hospitals, and many other types of non-profit institutions. Despite the fact that this advocacy of the creation of such departments in these institutions often resulted in less business for the firm, Marts & Lundy has pioneered in the field, beginning with the 1930's and 1940's when only a few institutions had administrative officers with this title. Today, the firm continues to help locate and train these administrators; it invites them to the staff's annual workshops for review of both old and new techniques, and keeps them advised periodically on developments in the field of fund-raising and public relations. And many of the firm's "alumni" have served in positions for other institutions or have formed their own professional fund-raising firms.

9. *Adaptation of New Fund-Raising Methods*

While the basic principles of professional fund-raising are still in force, as they were created and codified by Messrs. Ward and Pierce nearly a hundred years ago, it is essential to create new metho
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essential to create new methods or to adapt new techniques to meet fund-raising requirements as life in America becomes more complex.

Many of the techniques that were adopted by various firms arose almost simultaneously — so much so that it is impossible to pinpoint one firm as the originator of a specific technique at a specific point in time. But Marts & Lundy, Inc. was an early user of (a) the convocation — an intensive public relations program concentrated over a period of a few days — as a precursor to a great capital fund-raising program; (b) the regional organization in a nation-wide program, which calls for a regional type of fund-raising organization so that the campaign can be brought directly to each potential supporter by volunteer committee members, rather than by way of watered-down leadership of remote control; (c) consultation meetings — usually prior to public announcement of a campaign — to discuss the proposed program with key leaders and often, to decide upon the objective of the program; (d) the coaching session or "sales school," in which inexperienced volunteers are given explicit instructions on how to ask for gifts in a dignified manner and without using the high pressure begging that often is associated with programs for philanthropy; and (e) the use of the telephone as an effective means of soliciting gifts under controlled conditions and with effective follow-up.

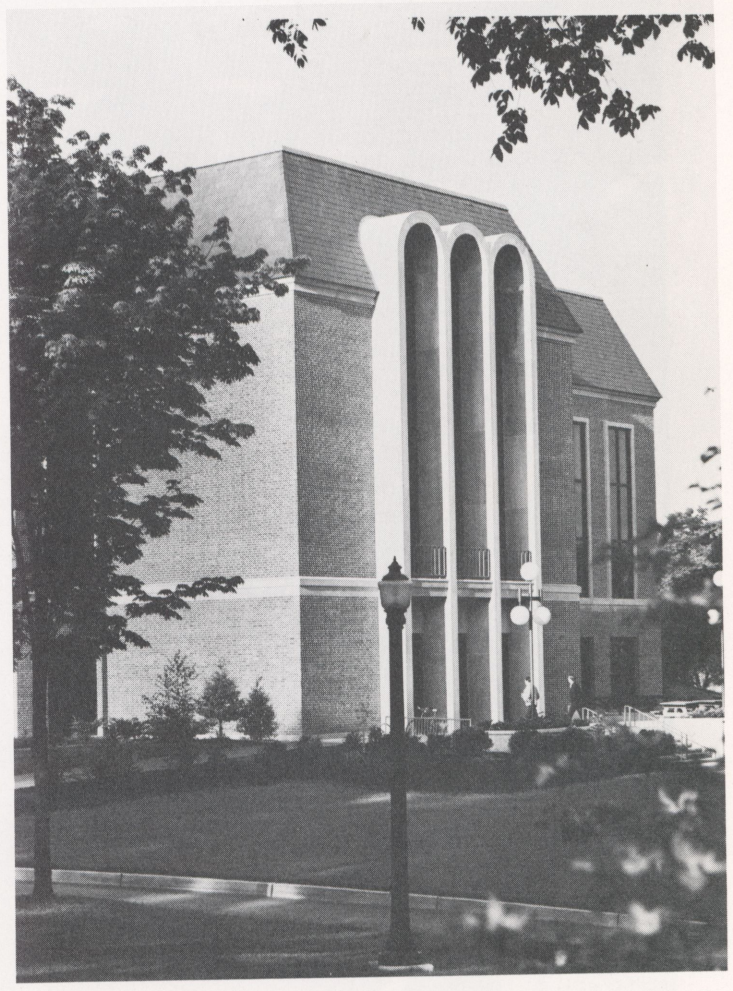
New techniques are not adopted quickly without adequate testing and careful analysis. Over the years, the requirements of the firm's clients have required a change in the emphasis of our service and an enlargement of the services that have been traditional. For example, in recent years, much more of our service has been rendered through part-time counseling — either on an occasional or an intensive basis — depending upon the requirements of the client's staff. This has been a natural outgrowth of the strengthening of the development offices of client institutions. The firm has also created an experienced and efficient staff for the writing and design of various types of publications — brochures, pamphlets, student admissions literature, annual reports, movies and slide presentations, etc.

But the firm's principal emphasis and its greatest expertise was and remains in the field of pre-campaign feasibility studies, full-time direction or part-time counseling of major campaigns for capital gifts, and assistance on programs for annual funds for operating income, deferred gifts, and special gift solicitation.

The Past is Prologue

This brief review of Marts & Lundy has not singled out for credit many of the men who joined Arnaud C. Marts and George E. Lundy in their endeavors over the years. Dr. Louis W. Robey, long-time vice president, made many contributions, especially in the training of new staff members, the development of training materials and conferences, and the creation of techniques for fund-raising for church denominations. Thomas F. Morgan, Jr., who came with the firm early after its formation, spent a lifetime developing and refining techniques in college fund-raising and for medical centers; Austin V. McClain and Paul H. Younger led the way in the post-war development of the firm and guided it during its greatest period of growth and the extension of its service to include independent schools.

The present officers of Marts & Lundy were trained by the founders and their successors as officers and continue to manage the firm under the guidance of the same ethical practices and principles as the founders. It is their hope and certainly objective that the firm can continue on the same professional level that motivated Messrs. Marts and Lundy and that, as professional fund raisers, they can remain a force and power in man's efforts to create a better world.

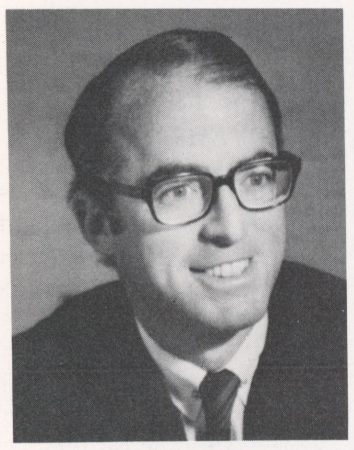


The multi-purpose University Center, constructed from funds raised during the 125th Anniversary Challenge Campaign, has given a new dimension to the college experience at Bucknell University, Lewisburg, Pennsylvania.

The Time To Raise Funds Is When You Need Them

The Deerfield Experience

by E. John Rosenwald, Jr.,
Senior Partner, Bear, Stearns & Co.,
Chairman, Deerfield Academy Challenge Campaign



E. John Rosenwald, Jr., general partner and director of institutional sales for the New York investment banking firm Bear, Stearns & Co., is National Chairman of the $40 million Challenge Campaign for Deerfield Academy. Following graduation from the Academy, he entered Dartmouth College and graduated cum laude in 1952 and also received an MBA degree the following year from the Amos Tuck School of Business Administration. He has been a trustee of Deerfield since 1972 and is a trustee of the Associated YM-YWHA's of Greater New York, a member of the Advisory Committee on Institutional Trading of the Securities and Exchange Commission.

Despite gathering recession clouds, Deerfield Academy launched in 1972 a $40 million capital campaign, the largest ever attempted by an independent school. As we saw it, the Academy had a clear choice: either strengthen her financial resources substantially or watch a highly respected school with a long heritage of service lose its competitive edge under the pressures of inflation and rising educational needs. We couldn't afford to wait for an upturn in the economy.

In investment terms, Deerfield was seriously undercapitalized. Over the years most of the Academy's capital had necessarily gone into construction rather than endowment and we had to rely increasingly on tuition and fees to keep pace with a soaring budget. Several of the more heavily endowed independent schools were better able to absorb the shocks of inflation and hold the increases in tuition to a minimum. The gap between their tuition levels and ours was widening to Deerfield's obvious competitive disadvantage.

Hence, the trustees took another bold step. We decided to allocate 60 per cent of our campaign funds for endowment needs and give them top priority in our fundraising efforts. We knew there was a long road ahead, so we gave ourselves plenty of leeway by phasing the program over a ten-year period, 1972-82.

Four years later, we look back over the road with no misgivings. Yes, the economy slowed our progress; it is always more difficult to attract major gifts when the Dow-Jones is dropping. Nevertheless, the response has been heartening. Sparked by a magnificent $5 million gift from a living alumnus, some 30 leadership donors contributed $10 million during the first two years of the campaign. Altogether, we have raised $15 million to date — money that would almost certainly have gone elsewhere if we had not moved forward when we did.

And the prospects look bright. With more encouraging market indicators, we can now return to those major gift prospects who took a look at dwindling portfolios during the past two years and said, "Come back and see me later." The contacts are made, our organization is in place and we have a strong foundation to build on.

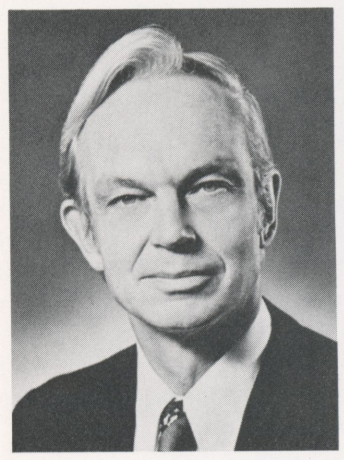
There have been some pleasant surprises along the way. Annual support accounts for $7.26 million of our goal, and here the response has held up beyond our expectations. Donors who felt they could not make a gift from capital were willing to maintain or increase their giving from current income. Also, many of those who made four-year capital pledges, have paid them up early and will be able to help further as the program continues.

In addition to money raised, the campaign has accomplished an important public relations job for the Academy. With a beautiful and functional campus, it was hard for some of our constituents to believe that Deerfield was an "endangered species." In 25 organization meetings across the country we have presented the facts forthrightly, and I believe there is a better understanding today of why this campaign is essential for Deerfield's survival as a leadership school.

If I were to generalize on our experience, I would say this: Schools that have urgent needs should not delay their campaign plans. People who love and respect an institution will support it when the case is a strong one — and there is more money out there than you may realize.

Balanced Budge
And Fund-Raisi

By Dr. Theodore D. Lockwoo
President, Trinity College,
Hartford, Connecticut



Theodore D. Lockwood, Trinity College Presid a professor of engineering and the brother currently teaching at the University of New Ha Trinity and received his Master's and Ph.D. d sity. He has served as a faculty member at Tr mouth College, M.I.T., and Trinity. Before ret president, he was Dean of the Faculty at Conc and Provost and Dean of the Faculty of Union C York. He is a member of Phi Beta Kappa, holds other colleges and universities, takes an active Hartford, and is the current Chairman of th Colleges.

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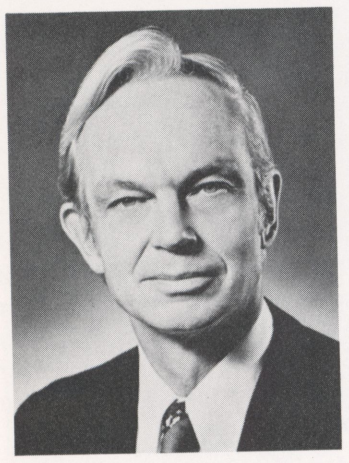
Balanced Budgets And Fund-Raising

By Dr. Theodore D. Lockwood,
President, Trinity College,
Hartford, Connecticut



Theodore D. Lockwood, Trinity College President since 1968, is the son of a professor of engineering and the brother of a professor of physics currently teaching at the University of New Hampshire. He is a graduate of Trinity and received his Master's and Ph.D. degrees at Princeton University. He has served as a faculty member at Trinity-Pawling School, Dartmouth College, M.I.T., and Trinity. Before returning to his alma mater as president, he was Dean of the Faculty at Concord College, West Virginia; and Provost and Dean of the Faculty of Union College, Schenectady, New York. He is a member of Phi Beta Kappa, holds honorary degrees from four other colleges and universities, takes an active role in community affairs in Hartford, and is the current Chairman of the Association of American Colleges.

Is there a discernible relationship between an institution operating in the black and its ability to raise funds? Although the manner in which the question is phrased suggests a positive reply, the relationship becomes ambiguous if one examines recent statistics.

Funds Raised Despite Deficits

For example, almost all of the large universities (and many smaller institutions) seeking gift support are approaching their publics with red ink showing on their balance sheets; yet their fund-raising results can be described as successful. The same is true of those colleges with "balanced-budget" projections which close the year with an imbalance because certain assumptions about their ability to raise money against an operating budget turn out to be too optimistic. In practice, therefore, it would appear that those who carry a deficit operation while seeking additional monies may still succeed in raising funds.

Donor Viewpoint

On the other hand, from the standpoint of prospective donors, I am convinced there is an obvious reluctance to bail out a deficit operation. I have found few executives enamored of the prospect that the company's donation will merely offset an overexpenditure, however elegantly draped in persuasive prose. They sense that a balanced budget implies prudent management and is a thing devoutly to be desired. My conversations with individual donors and foundation executives amply confirm the advantage which a balanced budget offers to the mendicant president. Some foundations are now insisting on it before even considering a grant proposal. It is not simply that operating in the black is enough in and of itself. A donor often wants, as we all realize, to feel that his or her gift will achieve something new within the college, that the contribution builds on a stable financial platform rather than just shoring up the timbers.

Perhaps these observations are an elaboration on what is obvious to fund raisers: people prefer to invest in a solvent operation run in responsible fashion. Were it so simple, presumably some sort of conjury would have produced balanced budgets even during these difficult years. What I sense is that, while we have known the advantages of fiscal stability, we have not been fully persuaded of its full importance because we have, after all, been raising money.

Balanced Budget Essential

The answer, then, is not simply a theoretical agreement; it is a resounding affirmative to which we must pay closer heed than we may wish. I am convinced that it is far more important than we have realized and will be increasingly so in the future. Both good practice and national disposition argue for a balanced budget as a prerequisite to continued successful fund-raising.

Editor's Note:

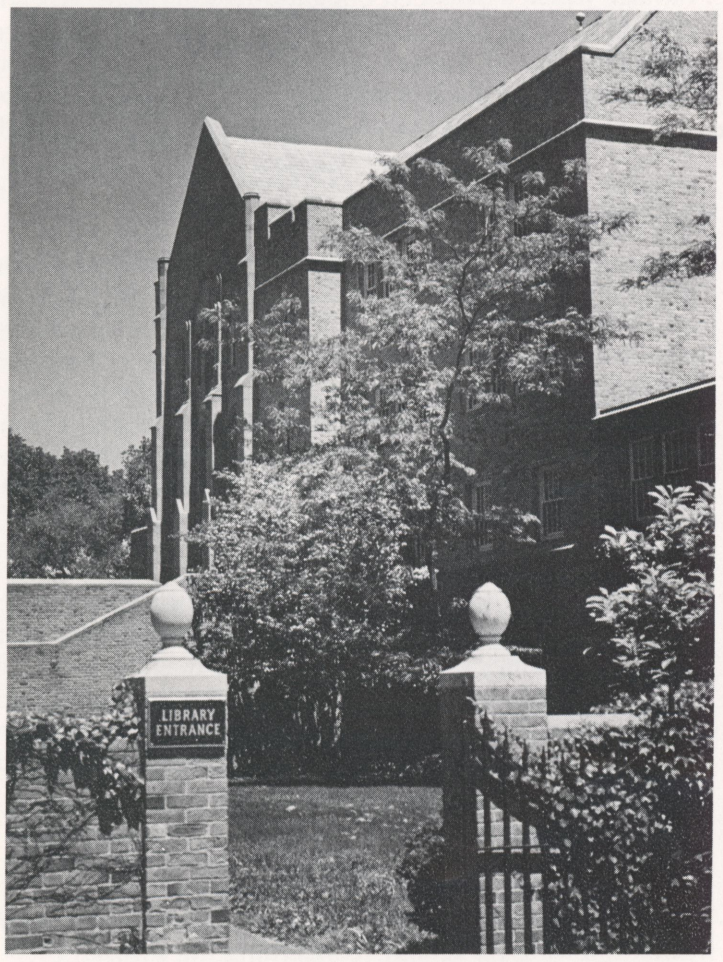
Dr. Lockwood's Annual Report for 1974-75 contained the following paragraphs concerning the future.

The various budgetary models we have constructed for the next five years make one point clear: Even if we exer-

cise every restraint conceivable and forego all but essential improvements, we cannot expect our costs to increase at a rate less than inflation. Historically, institutions can belt-tighten for short periods; but, because their expenses are intimately tied to uncontrollable items like utilities, books, insurance, supplies and maintenance costs, market forces ultimately prevail. We have kept our expenses below the rate of inflation for two years through internal adjustments, but these remain at best nonrecurrent savings.

Impact of Inflation Rate

We have also examined what variations in expenses can cause over time. For example, with a budget of nearly $11 million, an increase of one-tenth of one per cent amounts to $185,000 over five years, or the equivalent of $116 per student. When the experts quarrel about rates of inflation varying as widely as five per cent, the impact can become staggering. One more illustration may serve to reinforce frugality in budgeting. Historically, college expenses have risen 8.7 per cent annually. For two years we have held the average to seven per cent. Over a five-year period the difference between the two rates amounts to $3,143,000. We shall continue to exercise restraint!



An addition to the Trinity College Library, which also houses the Watkinson Special College Library, is the only construction project in the current capital campaign's $12 million objective.

Problem of Tuition Hikes

At the same time, institutions look to the income side of the budget for relief from what might become truly disastrous cuts. Since tuition and fees represent the single largest source of income (68.9 per cent of educational and general revenues at Trinity), we have been studying the future of those increases which have been as inevitable as they are unwelcome. Across the country, "Tuition in private universities has been increasing at a rate of six to eight per cent per year. As a proportion of median family income, it is once more at the level of the post-World War II years." (Hugh Calkins, "A Plan for Survival," AGB Reports, January/February, 1975, p. 7.) There is evidence that these increases have caused some applicants to turn to the public institutions; there is clear evidence that tuition hikes pose a serious problem for parents and students. As there is little likelihood of immediate federal or state financial aid of a type that would alter this picture, colleges must face the relationship between high tuition rates and their ability to recruit the student body they prefer. It is my conviction that we cannot continue the annual round of tuition increases for many more years, certainly not if the national economy fails to rebound aggressively.

Capital Campaign Launched

The alternatives are few. One recourse is obvious: to launch a campaign for new funds. Trinity decided to do so, even though the economic indicators were not altogether propitious. What encouraged us most was the resolution of the trustees, alumni, parents and friends to undertake such a capital campaign. The results of this effort thus far, and of this year's annual fund drive, have had a most salutary effect on the mood of Trinity. We met our $500,000 goal of annual giving; and we are more than half-way to our capital campaign goal of $12,000,000. This support convinces us that the College retains the warm affection of its alumni and friends and enjoys a high regard among corporations, foundations, and even those who have only a passing knowledge of Trinity's contributions. The success of these efforts can go far toward assuring the future financial health of this institution.

Note: The capital campaign reached the $8 million mark in March of 1976. The majority of the money raised will be used to increase the endowment fund.



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LEADERSHIP TEAM, 1952–1955

This group of distinguished men served as the official steering committee of the first capital fund campaign for the United Negro College Fund in the early nineteen fifties, directed by Marts & Lundy, Inc. Front row l. to r.: Alfred P. Sloan, Jr., former President and Board Chairman of General Motors Corp.; John D. Rockefeller, Jr., philanthropist; Robert W. Woodruff, Chairman, Coca-Cola Co.; Robert E. Wilson, Chairman, Standard Oil Co. of Indiana. Back row l. to r.: Harvey S. Firestone, Jr., Chairman, Firestone Tire & Rubber Co.; Richard K. Mellon, Chairman, Mellon Corp.; Devereux C. Josephs, President, New York Life Insurance Co.; Thomas A. Morgan, Chairman, Sperry Corp.; Lindsley F. Kimball, Advisor to The Rockefeller Foundation.

Q and A

VETERANS' VIEWPOINT

Excerpts from taped interviews with
Austin V. McClain and Paul H. Younger,
both of whom served terms as President and
Chairman of the Board of Marts & Lundy.

Q As you look back on more than a quarter century in professional fund-raising, what were the most significant changes you observed?

AVM The most important thing *hasn't* changed—that is, working out some kind of a program for bringing a volunteer face-to-face with a prospect. Everything that is done in a campaign is aimed at that objective. Of course there were changes, too. The most significant ones, I believe, were the greater acceptance of professional fund raisers and allowing us to spend more time on the campaign than we formerly did. We have always known that the big gifts were the important part of the campaign, but typically a college or a school would hire us for a year and that was it. We had to get the big gifts started and over with in something like three or four months and then go out into the field. Now they are more sophisticated and allow us more time for the big gifts work, which has resulted in much more being raised.

PHY When I first entered the business the principal fund-raising mechanism was the organized capital campaign, at that time in a very elementary form. It was a rare institution that had a competent development office, so most institutions that wanted to raise a sum of money in a given period almost had to turn to professional firms for management direction. As time went on more institutions began to develop their own staff for fund-raising and public relations. At the same time there was a developing awareness of the need for professional guidance of the in-house staff, so over the past 25 years the really significant trend, in my opinion, has been the shift from complete campaign management to fund-raising counsel.

Q Who were the most memorable people you recall during your professional career?

AVM One of the top ones would be Martin D. Whitaker, president of Lehigh, who was a very good executive. He was a good leader, both at the University and in fund-raising work. Another was Stewart S. Cort, executive vice president of the Bethlehem Steel Corporation and a very devoted giver. He was a tower of strength in all the work we did for Lehigh and other areas in Bethlehem. I should also mention Allen P. Kirby who was chairman of the campaign for Lafayette. He devoted much time and thought to the campaign and to fund-raising at Lafayette for a period of ten to fifteen years.

PHY One name jumps out right away, that is John D. Rockefeller, Jr., who headed up the committee for the United Negro College Fund campaign that I was involved with. He was just a tremendous person — great leadership, great influence. He was very modest and thoughtful in all his personal relationships, and could accept advice gracefully. I remember writing him a note, giving him a

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right away, that is John D. l up the committee for the ampaign that I was involved ous person — great leader- very modest and thoughtful ps, and could accept advice ng him a note, giving him a progress report at one time. Much to my amazement I got a note back with his own signature, which I still treasure. He was that way with staff people, not only our personnel but his own staff people working with him.

Q Now that you no longer have the restraints of direct client-counsel relations, what suggestions would you like to make, first to development directors?

AVM Well, I think development directors should do more planning rather than just day-to-day activities. I believe it would be a great contribution to fund-raising if development directors started out by being willing to spend at least ten years at an institution, to get in-depth experience, instead of looking around for a new opportunity every few years, which seems to be the tendency. There is a great benefit in continuity of development directors, benefit to the institution and to themselves.

PHY I have felt that there were too many people in the field serving institutions who were not sufficiently trained in the fundamentals of fund-raising. There are more and more all the time who do achieve real competence, but I would tell a development director starting out to really learn the business — not just office work but getting out and cultivating prospects and developing leadership.

Q How about the chief officers—presidents, headmasters?

AVM The chief officer should certainly take the posture that fund-raising is one of the most important functions that he has to guide, as important these days as all the others he presides over. I think it is advisable for him to help his development director formulate plans and carry them out rather than attempt to work out these details by himself, which I know to be the case in some situations.

The head of an organization sets the tone and the pace and others tend to follow his efforts. If he gives as generously as he can and makes the calls he expects his volunteers to make, he sets a wonderful example for the campaign.

PHY Their leadership is absolutely essential for successful fund-raising. Some are aware of this but there are too many who don't realize how important their function is. I would urge any president or headmaster to accept the fact that his leadership is as essential to successful fund-raising as it is to the academic side of the institution.

Q What thought would you pass along to trustees and other volunteer leaders?

AVM Almost the same points apply to them. Trustees sometimes come on a board with the promise they won't have to help raise money, but the fact of the matter is that all educational groups feel that one of the important tasks of the trustees is to help finance the college or school. A fair number of charters indicate that very thing.

PHY Campaigning is under a serious handicap if trustees do not recognize their responsibility for providing leadership, not only in giving but working and serving as spokesmen for the institution. It's a team job, with the president and the board leading the way.

Q What do you think is the proper role of government in philanthropy? Are we moving toward joint private-public support?

AVM That is difficult to answer because the government is into philanthropy in almost every area. That has been the development over the past 40 years, probably coming out of the depression. Since that time the government has gotten deeper and deeper into all phases of supporting the unfortunate.

I suppose we are moving toward more of public-private support; for years the government has spent a great deal more than all the rest of us put together.

PHY I think some kind of federal support for private institutions is inevitable. Just this morning The New York Times reports the formation of a new association of small independent colleges for the purpose of lobbying to arouse Congressional interest in the plight of the small college. At the same time I believe this does not mean any lessening of the effort to enlarge private support.

I don't buy the story of gloom that has been told in one form or another for many years. The good colleges have always survived and will continue to survive. I don't think the private sector is about to let them go down the drain, although the marginal institutions may well do that and probably should.

Q On the subject of the economy, we have seen something new recently; an uncertain economy plus continuing inflation. How does this affect the picture?

AVM In the past, prices always tended to go down when the economy was bad, but the exact opposite has happened this time. I should think that people would continue to give regardless of this, because our history shows that Americans will support any cause that seems to fill a need that is of interest to them.

Several years ago I made a study of the relationship between philanthropic giving and the stock market. The study showed very conclusively that gifts to philanthropy were not tied to market fluctuations. They did have a relationship to annual income of individuals, but that is to be expected; if the whole country is earning less, people have less to give. But overall giving did not rise and fall with the market.

PHY I think it is just a different form of the economic problem we have had periodically. But I have never forgotten something George Lundy said years ago: When there are negative influences at work, economic or wars or whatever, the institution that puts fund-raising on the shelf is simply handicapping itself in the future. It will have to run harder than ever to catch up. Those who go ahead with their plans in spite of difficulties may take longer to raise the money, or not raise as much, but if you don't do anything you have created a serious problem for the future. Over the years, I have seen that truth demonstrated many times.

Q Despite dollar gains in philanthropy every year, corporate and individual giving are still below allowable tax limits. How can we stimulate a larger share of private support?

AVM You must remember that it was not until the 40's that the typical corporation could give anything because it was illegal, so we have made some progress. By keeping at work in the same intelligent way, by doing a continually better selling job, we can persuade them to give more and the same is true of individuals.

PHY In the fields where we have been mostly concerned —colleges and independent schools—I think it is largely a matter of educating their own constituencies, who are their natural supporters, to the larger needs of today. Some institutions, particularly those who have had professional guidance, are doing just that. Others still have a long way to go. It's a never-ending process.

On the national scale, the Filer Commission report is a move in the right direction. It has drawn some flack, but generally I see it as an attempt to upgrade corporate and individual giving nationally, and that is all to the good. It can be most effective with individual institutions talking with their own constituencies.

Q We touched earlier on the development over the years of fund-raising efforts other than the capital campaign. Would you like to comment further?

AVM I think it is of great interest that when Dr. Marts left a campaign he always urged the institution to engage someone to carry on the fund-raising effort. His recommendations always pointed out that the campaign was not the only way to raise the money, but that fund-raising should continue the year around. Professional counsel, particularly Dr. Marts, should get the credit for initiating things we are now doing as a matter of course.

PHY Institutions are gradually getting a new awareness of the importance of annual and deferred giving, which are in some ways newer fields, and the fact that they lend themselves to an organized effort just as the capital campaign does. The more of this that happens the better off the institutions will be.

Q You can recall many successful campaigns and some that missed. Generally speaking, why do some succeed and others fail?

AVM The key is usually campaign personnel, the volunteer group. I don't know of any campaign that failed when a certain percentage of the prospects were called on personally. Campaigns fail when we cannot set up the proper background for personal calls.

I believe it is very important to make a specific gift suggestion to each volunteer when he goes out on a call. In my opinion, that is the easiest way to make a solicitation, but it is difficult to sell to the volunteers because they say you can't tell someone what to give. Well, perhaps you can't, but you can certainly make suggestions of what his gift might be — like, "Would you be willing to give $5,000 a year for three years?" or "Would you be willing to give the Lyle Chemistry Laboratory?"

This applies right down to the share-plan idea, which was worked out by Marts & Lundy and which we try very hard to encourage our volunteers to sell when they make their solicitations.

PHY First of all, campaigns that succeed have a sound objective, a readily-demonstrated need. Secondly, they are well planned, based on a statistical survey which provides the blueprint. Given these two factors, success depends largely on what we talked about before — leadership, from both the chief officer and the board of trustees. To me that is the deciding factor, assuming that the others given are proper and correct. Campaigns that fail, in my judgment, again assuming that the objective was sound and the campaign properly organized and planned, invariably do so because of the lack of leadership.

Q How do you feel about the future of private philanthropy?

AVM I'm optimistic for this reason: most every community has a succession of campaigns and most of them do pretty well. The public is more inclined to be called upon to support philanthropic objectives within the community, and each has its own constituency. I can see no reason why anyone should feel pessimistic. I think giving will continue to go up as it has in the past.

PHY The need is obvious and will continue. I think it is a matter of how well each institution recognizes its opportunities, works toward them and makes use of professional help in planning its programs. If they do these things, the response will come.

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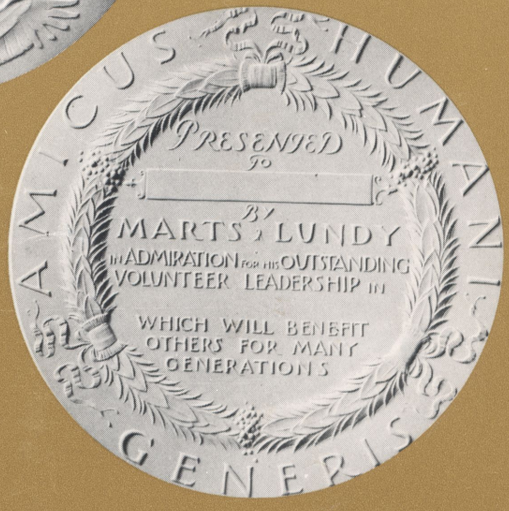

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THE AMERICAN STYLE OF GIVING

by Henry Steele Commager

The private foundation is America's gift to the world.

As early as 1868 young Andrew Carnegie—already on the road to wealth—wrote that the amassing of money was "one of the worst species of idolatry." Twenty years later he added, in a famous article on the gospel of wealth, that "the man who dies rich dies disgraced." He meant it, too. When, in 1902, he sold his great steel company to the newly organized United States Steel Corporation for a quarter billion dollars, he retired to devote himself to avoiding "disgrace," and before he died he had given away over three hundred fifty million dollars.

This almost instinctive gesture, by the Scottish immigrant boy who became the most ardent of American patriots, was part of a pattern that had been in the making since the beginning of the Republic. Benjamin Franklin left his modest fortune to the cities of Philadelphia and Boston—both of which eventually set up Franklin institutes—and the French-born Stephen Girard, who made a fortune in banking and shipping, gave six million dollars to found a school for orphans. Another immigrant, John Jacob Astor from Germany, whose real estate investments made him the richest man of his day, donated several million dollars to libraries and colleges. Astor's fellow New Yorker, Peter Cooper, gave liberally to the creation of New York's *Cooper Union*.

Charity, of course, has been an essential part of religion for centuries. Every student of the Scriptures knew that it was "easier for a camel to go through the eye of a needle, than for a rich man to enter into the kingdom of God." Charity meant building churches and monasteries, caring for the widow and the orphan, the old and the infirm. The shift from religious to secular charity, in any significant degree, occurred first in America: Franklin certainly had no interest in organized religion, while Girard—who named his ships *Voltaire* and *Rousseau*—was so hostile to religion that he specified in his will that no clergyman should ever set foot in his college for orphans!

With Carnegie, and then with John D. Rockefeller, whose philanthropies were conducted on an even more princely scale (*kingly* would be more apt a term; no prince ever gave on the scale of Carnegie or Rockefeller), philanthropy not only took on a new form but a new direction. Both had thought to dispose personally of their fortunes; both learned that to do so wisely was beyond their powers, and set up foundations to do the job for them. Carnegie did favor his special interests—the building of libraries, of a fund for heroes, and of Scottish universities (eventually four of them)—and thereafter did not interfere in their decisions.

One of the best indices of national character is what a nation's people take for granted about themselves. We take the foundation for granted, as we take for granted the two-party system, judicial review, the college, private universities, the separation of church and state, and many other things not known in the Old World. Americans not only invented the foundation, they provided the models and the patterns that came to be accepted in Britain, Italy, Denmark, Japan, and pretty much throughout the world.

What are the special characteristics of giving American style? First, the foundation is impersonal, not the lengthened shadow of its founder or a convenient tax-free instrument for indulging his ego, but an institution as public as a university, run by independent trustees. Second, it is almost wholly secular. A few foundations include religious institutions in their categories of objectives, but most of them direct their support to a wide range of public services. Certainly this is true of such giants as the Ford, the Rockefeller, the Lilly, and the Carnegie foundations. Among the hundreds of major foundations, however, almost every conceivable interest is covered, specific as well as general, local as well as national, and even global.

That suggests an intriguing third quality: though the foundation is very American in concept, the business of foundations is global. Thus, the Rockefeller Foundation revolutionizes agriculture in Mexico and builds libraries for Oxford and Cambridge. The Carnegie Foundation supports Scottish education; the Commonwealth Foundation subsidizes medical research in Africa and Asia; the Clark Foundation is interested in the eradication of schizophrenia in Egypt and Brazil; the Mellon Foundation encourages classical and medieval scholarship, and the Aspen Foundation tries to foresee future world problems.

This is, indeed, the most striking quality of modern giving. It addresses itself primarily not to the relief of poverty and misery but to the search for the causes of these social ills and for their remedies. The great Lillian Wald, head of the Henry House Settlement, withdrew from social work because, as she said, she was tired of binding up wounds; she wanted to stop wounds from occurring. The major purpose of our great foundations is not to deal with the consequences of our economic and social and political disorders; it is to get at the causes of these disorders.

One of the most interesting developments in American giving is the growing cooperation between private foundations and government agencies: it refutes the pernicious notion that there is an adversary relationship between private and public enterprise. All private foundations are, of course, public, insofar as they operate under charters and laws and in the public domain. All public welfare—publicly supported universities, hospitals, museums, libraries—are in a sense private, insofar as their functions are to enlighten, enlarge, and inspire the minds of men and to contribute to the happiness and well-being of all people.

The American habit of philanthropy did not spring from a special generosity of the American people; rather, it is a product of history and tradition. In the Old World,

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everything of a public nature was left to the state. The state maintained the Church, built the schools, founded hospitals, supported artistic and scientific enterprises, and—after the coming of the Industrial Revolution—assumed care of the unemployed, the sick, and the aged.

How different the situation in America! In the beginning there was, in the traditional sense of the term, no state. Whatever was customarily done by government in France or England or Spain, had to be done in the American colonies by private voluntary associations. Men and women in each community founded the churches, built the schools and the colleges, took care of the roads, provided even for local defense. What was at first a necessity became in time a virtue; Americans managed without energetic government for so long a time that they came to prefer voluntary to public enterprise. If they wanted a college, they built one—and they kept right on doing that into the twentieth century: if they needed a hospital, they raised the money for it; if they lacked books, they got together and collected them.

Once Carnegie entered the picture, book lovers could apply to him for a building; he provided some 2,800 of them during his lifetime. What was true of churches and colleges was true of a hundred other activities that were institutionalized in private associations—a Charity Organization Society, a Hull House, a Henry Street Settlement, the YMCA and the YWCA, medical associations and bar associations, granges for the farmers, unions for the workingmen, and fraternal orders for all who wished to join them.

As a corollary to all this, Americans developed a suspicion of government. They believed that private enterprise could do what has to be done better than could government. This was participatory democracy at its best—a democracy that functioned every day of the year, not just on election day; that involved everyone whether or not he had the vote; and that, unlike so many of the political processes, spread from state to state and became part of a national network of social activities.

You could not participate in the business of democracy unless you paid your way, whether in voluntary contributions, labor union dues, or tithes, so this habit of voluntary association encouraged everywhere the habit of giving. Almost inevitably, that habit was translated into law.

In the Old World, it was government that paid for almost all religious, artistic, educational, and welfare enterprises. It did so through tax money, so Old World governments did not encourage voluntary contributions by tax-exempt giving. This seemed perfectly logical. Since government could be expected to know best what needed to be done, why permit private inclinations to take over this important responsibility? And since government was to finance all such enterprises, why permit the rich to evade taxes by sharing responsibility with governments, and why allow them to use their wealth as they thought proper, rather than as society and government thought proper? But the experience of Americans led them to a line of thinking totally opposed to this. Private enterprise, working through voluntary associations, and private philanthropy had done well. It had given the nation great universities such as Harvard and Yale, Johns Hopkins and the University of Chicago, Princeton and Stanford; great museums such as the Mellon, the Frick, the Whitney, and the Corcoran; and great medical schools such as those supported by the Rockefeller Foundation.

The European system worked well enough—for Europe. The European probably allocates public money more equitably than the American dispenses private funds. At the same time, however, the European public system tends to dry up private support for social and cultural advancement, while the American system of private support stimulates matching grants—or better—from government. If the Old World system allocates money more wisely to the immediate society, the American contributes more to posterity.

The American system has other advantages, which in the long run, outweigh the European system's advantages of even-handed taxation and equitable distribution. It has, first, the immense advantage of enlisting a large segment of the population in the best kind of public enterprise: the support of education, the arts, science, and research. Because participation is the very essence of democracy, it is difficult to exaggerate the value of this aspect of American philanthropy. Second, the American system is far more effective than the European in drawing collections of art or books from the private to the public domain. Sooner or later almost everything of importance to the cultural life of the nation will belong to the public.

Because participation is the very essence of democracy, it is difficult to exaggerate the value of this aspect of American philanthropy.

Third, since income and inheritance taxes go almost inevitably—and, I believe, correctly—to immediate needs, money deflected to foundations, museums, libraries, and universities helps build things of permanence. It satisfies the interests of posterity a hundred or a thousand years from now. And finally, the American system fosters what is, for the most part, a healthy competition between the private and the public sectors. The nation benefits from competition between Harvard and Texas, Chicago and Illinois, Princeton and Berkeley. At the same time, the system allows for cooperation between the public and private institutions. Thus, most of the great private universities receive large outlays from the federal government for research, while most of the great state universities are the beneficiaries of private endowments.

The time may come when the importunate demands of government will end our American habit of tax exemption for private as well as public institutions, and for private gifts to such institutions. If it does, society will probably be the loser. ///

‹PRINTED PUNCH›

A JOURNAL OF INSTITUTIONAL ROMANCE



In this issue:

Achievement —

The Story of Marts & Lundy

Some time ago the magazine, PRINTED PUNCH, published a series of special issues devoted to the stories of "highly successful business firms in the state of New York." The story of Marts & Lundy, Inc., professional fund-raising counsellors, was the fifteenth issue in that series.

Because of the remarkable insight which the magazine displayed in its treatment of the firm's methods and principles, Marts & Lundy believes the PRINTED PUNCH articles constitute the clearest and most comprehensive explanation which has ever been made of its work.

For these reasons, Marts & Lundy has sought and received permission to reprint the original PRINTED PUNCH issue. Except for those changes which were necessary in order to bring the articles up-to-date, the material contained on the following pages appears essentially as it was prepared by the magazine's editorial staff under the direction of Charles W. Thomas, the magazine's editor.

ABOUT THE COVER—From the planning of special events to the organization and direction of area campaigns, Marts & Lundy's professional counselling covers a vast variety of services. Shown on the cover is the opening session of a three-day special convocation which preceded the Bicentennial Development Program campaign for Brown University. The convocation, which featured a score of the world's most outstanding educators, statesmen, religious, civic and business figures, attracted an aggregate attendance of more than 25,000.

Achievement

NO MATTER HOW GREAT is the mark of achievement—its value is measured by the number of people who know about it. Achievement . . . so we read in the dictionary, is "some plan or action carried out with courage, imagination and unusual ability."

Achievement for Marts & Lundy comes from a bold imagination, courage, and a feeling for people. Now, we understand that in the field of public relations and fund-raising there are four distinct types of individuals concerned with the work:

First —We have the "scientific approach."
Second—We have the "clever approach."
Third —We have the rhetorician—the "man of letters approach," if you please.
Fourth—We have the man with *a bona-fide creative approach* and *imagination.*

The "scientific approach" man lays hold of his job pretty much as an engineer builds a bridge. He has a slide rule mind. He would rather read a treatise on calculus than a sonnet by Shakespeare.

He rarely smiles, he never laughs, he can't tell a funny story, and can't quite understand one when it is told to him. He has a proper love and respect for his wife, but the things she does and why she does them baffle him utterly, now and forever more.

He is a devotee of the Crossley and the Gallup schools, and is an ardent student of the revelations of the Brookings Institution, and the United States Departments of Commerce, Interior, and Labor.

He is orderly, precise, logical in his thinking, is intellectually honest, is "sound as a dollar," and works like a mule.

He loves to sit at his desk and draw little graphs and charts. And when he prepares a plan he will employ them to illustrate his point.

He has plenty on the ball, this fellow, and his services can be useful to business and industry. But he is a third-rate plan man sitting at the wrong desk. He has no feeling for people, no imagination.

Now the "clever approach" gentleman has little in common with the "scientific" operator. He is not given to profundity. Statistics make him weary. Graphs and charts are as dull and meaningless to him as an engineer's blueprint.

He considers "cleverness" the essence of good public relations and fund-raising. "Cute" tricks and "catchy" slogans are his dish. He will spend hours fooling around with a slick play on words,

(Continued on Page 6)



Financing Philanthropy

PUBLISHED BY MARTS & LUNDY, INC., PUBLIC RELATIONS AND FUND RAISING COUNSEL FOR PHILANTHROPIC INSTITUTIONS
• 521 FIFTH AVENUE, NEW YORK CITY, TELEPHONE MURRAY HILL 7-1342 •

Vol. XXXV APRIL, 1962 No. 2

Oberlin Nears $6,500,000 Program Objective

Second Time College Uses M & L Services

A total of $6,150,000 has been received toward the $6,500,000 goal to construct science and music buildings at Oberlin College in Oberlin, Ohio, according to an announcement by Walter K. Bailey, national chairman. With 12 areas to be completed, there is every expectation of an over-subscription by June, 1962, the announced close of the program.

Mr. Bailey, who is president of Warner & Swasey Company in Cleveland, Ohio, points out that substantial progress is being made in the construction of the buildings. The Kettering Hall of Science, sparked by an $800,000 challenge gift from the Kettering Foundation, is already complete, and the first unit of the Conservatory of Music building will be ready for the faculty and students in the near future.

A special feature of the program has been the development of a retained life income trust program to permit friends to invest in the College, but retain an income for life. By special arrangements with the trustees, certain por-

(Continued on Page 2)

Scene during dedication ceremonies at Kettering Hall of Science at Oberlin College. The speaker is Dr. H. Stanley Bennett, Oberlin '32, dean of the Division of Biological Sciences at the University of Chicago.

75th Anniversary Fund Produces $3,665,000 For Groton School, Chairman Pratt Announces

The Groton School of Groton, Massachusetts, has exceeded its 75th anniversary fund goal of $3,500,000 by $165,000 this fall, and campaign leaders feel confident that the total will rise still further by the time the program is completed.

According to the headmaster, the Rev. John Crocker, the purpose of the campaign was to raise $1,500,000 for masters' salaries and $2,000,000 for plant improvement.

The program was actively started in September, 1960, with H. Irving Pratt, partner in Charles Pratt & Company, New York, as its general chairman. Samuel S. Duryee, Esq., of New York is chairman of the Board of Trustees.

Serving with Mr. Pratt, member of Groton's class of 1902, were the following alumni as area chairmen: Northern New England, Charles Devens, Boston, '22; Northern Connecticut area, William W. Hoppin, Hartford, '24; Greater New York area, Endicott P. Davison of New York City, '41; the Washington (D. C.) and South area, C. Tracy Barnes, Washington, '28; Pennsylvania area, William W. F. Brinley of Philadelphia, '31; the Middle West area, Edward McC. Blair, Chicago, '34; and the West Coast area, William W. Crocker, '11, and Harrison Dibblee, Jr., '20, both of San Francisco.

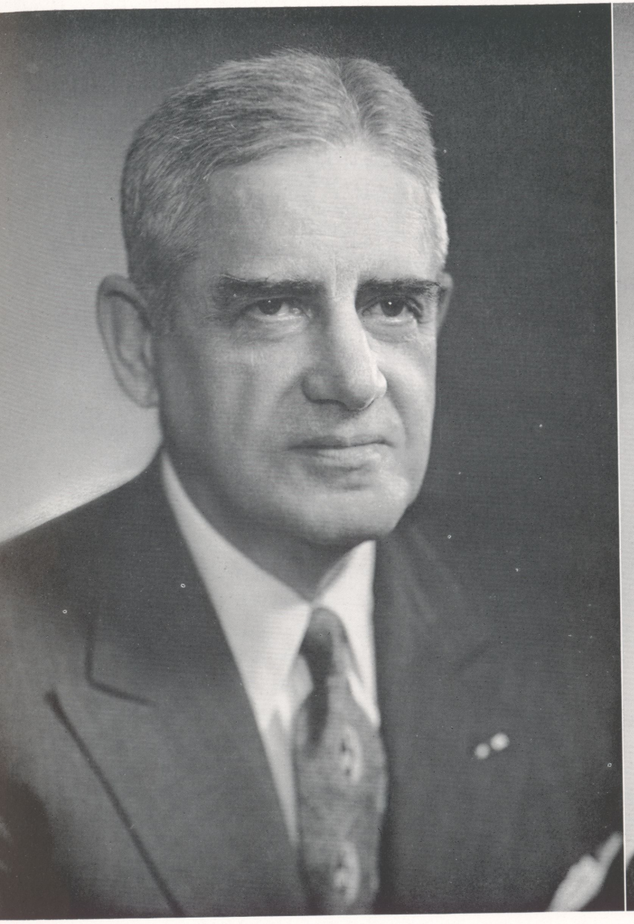
Target date for reaching the goal was set for January, 1962. Under the direction of Ashley L. Bickmore of the Marts & Lundy staff, the goal was oversubscribed in December, 1961.

Large gifts from individuals played an important part in the success of the campaign. Among some of those received were gifts in the amounts of $460,000, $220,000, $188,000, $200,000, and $150,000. Three gifts of $100,000 each were reported.

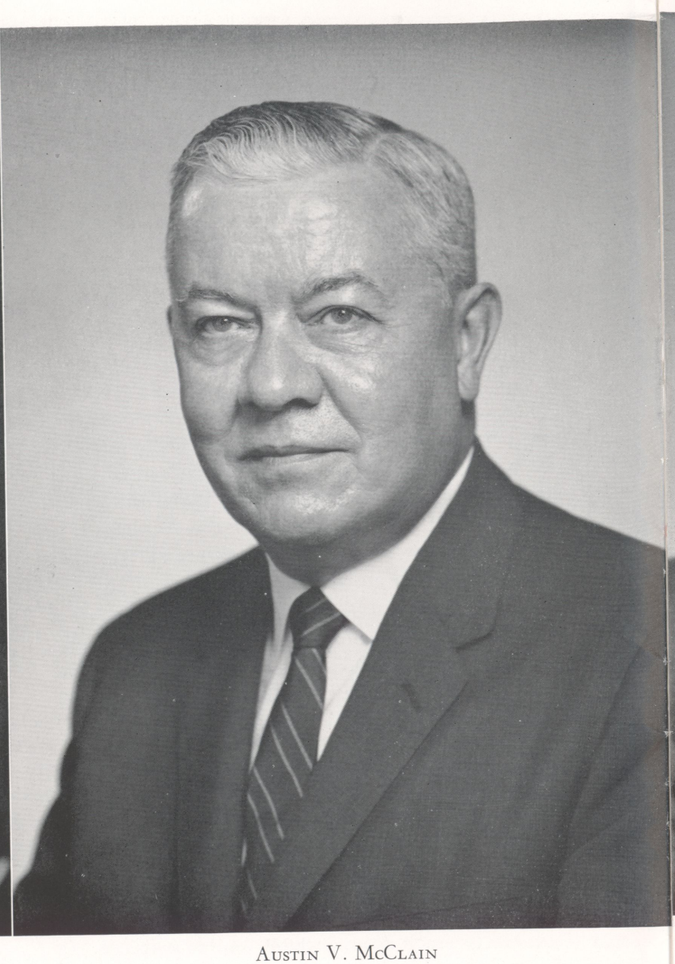
H. Irving Pratt, general chairman of the Groton School 75th Anniversary Fund; Mrs. F. Trubee Davison, daughter of the Rev. Endicott Peabody, founder of Groton; and Headmaster John Crocker attend a special board meeting held in New York City.

(Additional pictures on Page 8.)

Also enjoying more than three decades of continuous publication with MARTS AND LUNDY *is their widely-read bulletin* FINANCING PHILANTHROPY.



Arnaud C. Marts



Austin V. McClain

The Officers

ARNAUD C. MARTS, *Chairman of the Board of Directors and co-founder of Marts & Lundy, Inc., is a Phi Beta Kappa graduate of Oberlin College.*

Immediately after graduation from Oberlin, he became Boys' Secretary at the YMCA in Pittsburgh and then became associated with the Standard Life Insurance Company where he rose to the position of Vice-President.

During World War I, he entered the fund-raising field on a national scale, serving as associate director of the eighteen million dollar campaign for the War Camp Community Service and as a member of the national committee in charge of the United War Work Campaign.

Following World War I, he continued in the fund-raising profession and in 1926 he and George E. Lundy organized Marts & Lundy, Inc.

In 1935, while serving as a member of the Board of Trustees, he was elected President of Bucknell University. His executive talents were further called upon in 1941 when he was asked to serve as Executive Director of the Pennsylvania State Council of Defense and as a member of the Governor's Cabinet. Two years later he was called to Washington to organize the Volunteer Port Security Force of the U.S. Coast Guard, serving with the rank of Captain, and while there was named Chief of the Temporary Reserve Division.

He is currently serving as a member of the boards of trustees at Oberlin College, Woods Hole Oceanographic Institution, Wilkes College, Bradford Junior College, and the American Leprosy Missions, Inc., of which he is chairman.

The author of several books and articles, Dr. Marts' best known work is "Philanthropy's Role in Civilization," considered to be the most comprehensive treatise ever published about American philanthropy. His most recent work, "Man's Concern for His Fellow Man," was published in 1961.

He has been awarded honorary degrees by Oberlin, Hillsdale, Bucknell, and Hobart Colleges.

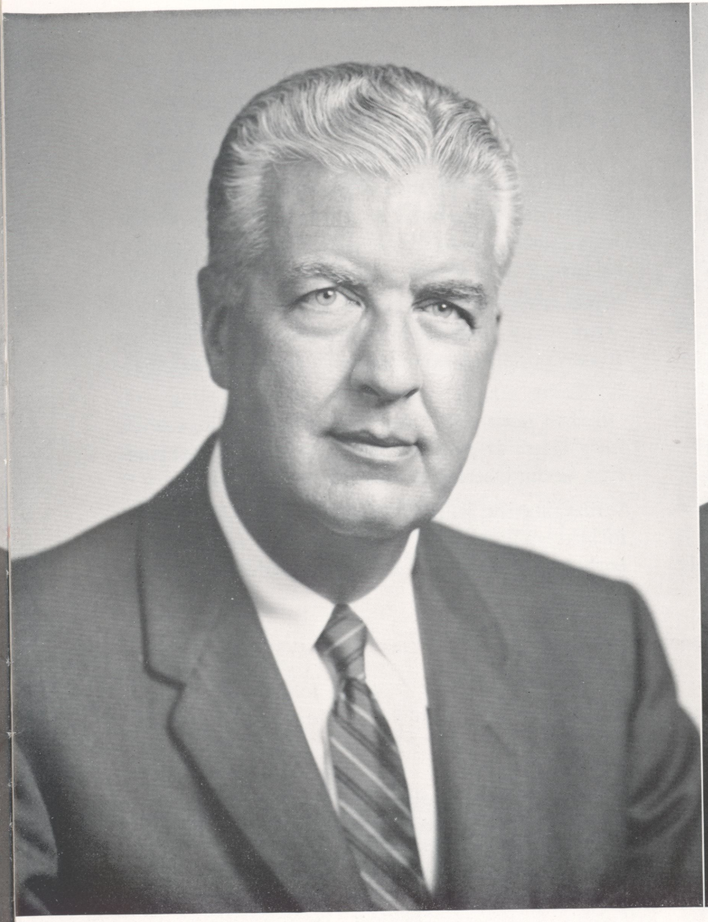
He is a member of the Sons of the American Revolution, Council on Foreign Relations, and the American Legion. He belongs to the Marble Collegiate Church of New York, the University Club of New York and the New York University Club. He lives at 30 East 37th St., New York City.

ACHIEVEMENT

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 Mercersburg Academy and Washington and Jefferson College. Early in his career as alumni secretary and development director, Mr. McClain organized the first alumni fund program of his own 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 foremost experts on philanthropic trends. Among his most recent articles are "The Stock Market—Its Effect on Fund-Raising for Education," "What Happens to the Annual Fund?" and "Trustees Sometimes Forget."



Paul H. Younger



Melvin D. Brewer

For four years he served as president of the Alumni Association of the Mercersburg Academy, and is currently a Vice-President of the Board of Regents of the school. He is also a member of the Board of Trustees of Moravian Seminary for Girls, Green Pond, Bethlehem, Pennsylvania.

Mr. McClain is a member of the F.&A.M., Pennsylvania Scotch-Irish Society, Sons of the American Revolution, Pennsylvania Society, Newcomen Society, Lambda Chi Alpha, Pi Delta Epsilon, the Pomfret Club of Easton, Pennsylvania, and the Union League Club of New York. He is an elder in the United Presbyterian Church. Mr. McClain, a Pennsylvanian by birth, makes his home in White Plains, New York.

Mr. and Mrs. McClain have two children. His son was graduated from Yale University, and his daughter from Connecticut College.

ACHIEVEMENT

PAUL H. YOUNGER, *Executive Vice President and Treasurer of Marts & Lundy, Inc., has accumulated a wide variety of experience in campaign direction and planning. He is especially well-known for his work in the area of corporation and foundation philanthropy and has given direction to such national campaigns as the multi-million dollar capital fund program for the United Negro Colleges.*

Mr. Younger is a graduate of Allegheny College at Meadville, Pennsylvania, and before joining the firm of Marts & Lundy was associated with that institution as Assistant to the President and Director of Admissions. While in Meadville, he served on the Board of Directors of the Meadville Public Schools and the Meadville City Hospital.

Currently, Mr. Younger is a member of the Board of Trustees of Allegheny College and a Trustee of the Institute for College and University Administrators. A Methodist, he is also a member of Phi Gamma Delta, Alpha Chi Sigma, the Columbia University Club, and the Orleans Yacht Club.

Mr. and Mrs. Younger, who make their home in Eastham, Cape Cod, Massachusetts, are the parents of two sons. One is a graduate of Amherst: the other is attending DePauw University.

ACHIEVEMENT

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 and has directed several large campaigns for clients with a national constituency since joining Marts & Lundy in 1948.*

Mr. Brewer is a graduate of Washington & Jefferson College in Washington, Pennsylvania, where he served successively as Alumni Secretary, Director of Admissions and Dean of Freshmen, 1937–1944. After service in the Naval Reserves in 1944–46, he returned to W. and J. as Assistant to the President for two years before entering the professional fund-raising field.

He is an elder in the United Presbyterian Church and has served a number of philanthropic and educational institutions as a volunteer. He is a member of Phi Kappa Psi social fraternity, Delta Sigma Rho, Eta Sigma Phi, Pi Sigma Alpha and the Advertising Club of New York.

Mr. and Mrs. Brewer reside in West Hartford, Connecticut. Their son is a senior at Washington & Jefferson College; one daughter attends Centenary College, and a second daughter is completing her secondary school work.

and he will have a lot of fun doing it. But it will never occur to him to wonder if his *idea* reaches the *hearts* and the *pocketbooks* of the people.

He thinks of himself as a writer of imagination. Probably, though, what he has is only a facility, a knack, a flair, call it what you may. This man, like the "scientific approach" fellow, can be useful in business, but at another desk. Maybe as a gag-writer—not as a first-class fund-raiser!

He has no feeling for people, no imagination—at least not the kind we are dealing with here.

The third specimen in our laboratory—the rhetorician—never splits his infinitives, nor mixes up his tenses, nor ends his sentences with a preposition.

He is a student of semantics and such things as sciences that are an end in themselves.

He taught English at a prep school and probably did a creditable job. Then he turned to writing for a living, sold an essay or two, but somehow his fiction and verse never found an appreciative editor.

So our man of letters elbowed his way into the field of public relations and fund-raising. It has been tough going, because he, too, is sitting at the wrong desk. He has little if any feeling for people, no imaginative insight into what makes them tick.

Now, we come at last to our genuine public relations and fund-raising specimen—the fourth in the order named—the one with the *bona-fide imagination*.

Let us understand that we are dealing here with *imagination in fund-raising*—N O T with imagination in engineering or atomic research.

Imagination in fund-raising is a special kind of insight—a power of perception, partly intuitive, perhaps—that gives one a real understanding of human motivation. For fund-raisi
medicine and psychiatry, has to d
of people. Atomic research and bri
to do with inanimate subjects.

It is this special kind of insight
superb skill of the Marts & Lundy

These gentlemen can take sta
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instinct in great quantities thems
have instilled it into the hearts an
man on their large and capable sta

The Consultants • Other Officers • and the Boa



GEORGE E. LUNDY—*Honorary Chairman of the Board of Directors, Senior Consultant and co-founder of Marts & Lundy. Born and educated in Iowa. Following early YMCA fund-raising career, was appointed Eastern Ohio director for World War I work funds, the success of which brought him to national prominence. Ranks among the nation's foremost church fund-raising authorities.*



LOUIS W. ROBEY—*Honorary Vice-Chairman of the Board of Directors and Senior Consultant. Summa cum laude graduate of Bucknell University and of the University of Pennsylvania Law School. Associated with Marts & Lundy for over thirty years, serving as Vice-President and Secretary before becoming Senior Consultant. Author of many fund-raising articles.*



JAMES H. DUCHINE—*Vice President of Marts & Lundy, Inc. Born, Elmira, New York, Graduate of Bucknell University. Joined Marts & Lundy staff in September, 1940. Served in the U. S. Army Air Force from 1942 through 1945. Member Delta Upsilon fraternity.*



HERBERT C. RICHMAN, JR.—*Vice President of Marts & Lundy, Inc. Born Haddonfield, N. J. Educated at Rutgers University and the University of Pennsylvania. Began fund-raising experience with Marts & Lundy in 1939. Served as Anti-Aircraft Artillery Captain in World War II, Resides Medford Lakes, N. J. Member, Alpha Chi Rho fraternity.*



ASHLEY F. BICKMORE—*Born Charleston, Me. Education: Colby College and Harvard Graduate School of Education. Entered professional fund-raising field after teaching, administrative and development work in the preparatory school field. Residence: White Plains, N. Y.*



JOHN I. CAR
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It is this special kind of insight that explains the superb skill of the Marts & Lundy organization.

These gentlemen can take statistics and pie-charts or leave them. They aren't very clever at rhyming jingles, and they would probably laugh if told that they were men of letters.

They have a sure instinct for what makes people do things. Morrill Goddard, the late editor of "The American Weekly," had this sure instinct. Read his little book, "What Interests People and Why." Not only do the firm's officers have this instinct in great quantities themselves, but they have instilled it into the hearts and minds of every man on their large and capable staff as well.

They have achieved greatness in public relations and fund-raising by doing it themselves and inspiring those on their staff to cultivate this instinct of knowing and feeling for people.

Yes, sir, Marts & Lundy has achieved greatness in their chosen field with *a plan of action carried out with courage, imagination and unusual ability.*

Many universities, colleges and philanthropic institutions throughout this great land of ours owe an everlasting debt of gratitude to Marts & Lundy —for more than thirty-five years they have devoted their time and talents toward making our educational institutions larger and better equipped to turn out stronger and more capable citizens.

If we let our educational and religious and philanthropic system decay, we will gravely injure the foundation of our greatness as a nation. By the same token, if we develop our agencies of religion and

(Continued on Page 12)

Other Officers • and the Board of Directors



CHINE—*Vice Presi- s & Lundy, Inc. New York, Gradu- University. Joined dy staff in Septem- ved in the U. S. e from 1942 through Delta Upsilon fra-*



HERBERT C. RICHMAN, JR.—*Vice President of Marts & Lundy, Inc. Born Haddonfield, N. J. Educated at Rutgers University and the University of Pennsylvania. Began fund-raising experience with Marts & Lundy in 1939. Served as Anti-Aircraft Artillery Captain in World War II, Resides Medford Lakes, N. J. Member, Alpha Chi Rho fraternity.*



ASHLEY F. BICKMORE—*Born Charleston, Me. Education: Colby College and Harvard Graduate School of Education. Entered professional fund-raising field after teaching, administrative and development work in the preparatory school field. Residence: White Plains, N. Y.*



JOHN I. CARLSON—*Born Akron, Ohio. Education: Ohio State University, Western Reserve University and Columbia University. President, Beta Theta Pi, and the Interfraternity Council. Episcopalian. Member of Church Club, Ohio Society of N. Y.*



WILLIAM C. FRENCH—*Born Middlebush, N. J. Education: Vermont Academy and Franklin and Marshall College. Alumni secretary; director of college development at Franklin and Marshall College; former member Board of Trustees, Vermont Academy. Began fund-raising experience in 1947. Residence: Lancaster, Pa.*



JOSEPH C. SMITH—*Born Skowhegan, Maine. Education: Sidwell Friends School; Colby College and Harvard. Phi Beta Kappa. Delta Kappa Epsilon fraternity. Director of Publicity, Colby College, for 18 years. Past President, District I ACPRA. Trustee, Colby College. Joined Marts & Lundy, in 1948.*

Members of the Staff of

Marts & Lundy, INC.



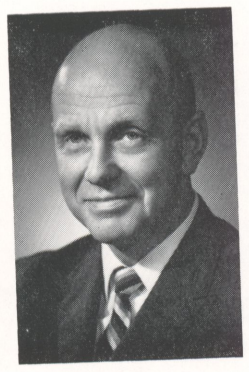
JOHN C. BOCKIUS

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



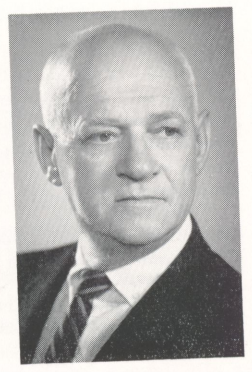
TOZIER BROWN

Education: University of Denver; Cornell University. Former Assistant Secretary, The Reuben H. Donnelley Corporation, National President, Lambda Chi Alpha Fraternity. 1st Lt., Quartermaster Corps, World War II. Member, American, Federal and Colorado Bar Associations. Home: Santa Fe, New Mexico.



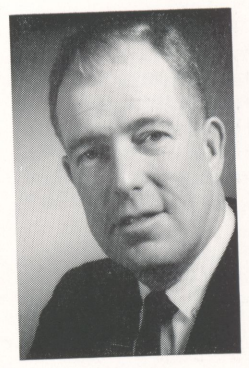
RUSSELL G. BROWNING

Born DuQuoin, Ill. Education: Washington & Lee University. Served as 1st Lt., Army Engineers, World War II. Active in youth work and community service before entering fund-raising profession. Residence: Newark, N. J.



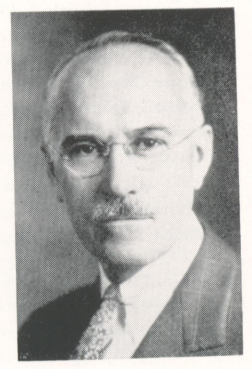
WAYNE BURWELL

Born Milan, Mo. Education: Kirksville and Maryville State Teachers Colleges. Entered YMCA executive field in 1929, serving in Detroit, Mich. and Youngstown, Ohio. Served as field director of United Negro College Fund before joining Marts & Lundy. Residence: Youngstown, Ohio.



GARDNER E. CAMPBELL, JR.

Born Wakefield, Mass. Education: Northeastern University, Burdett College, Baylor University. Fund-raising experience includes service with American Red Cross, Tuft University and as Regional Director of the Massachusetts Heart Association. Home: Wakefield, Mass.



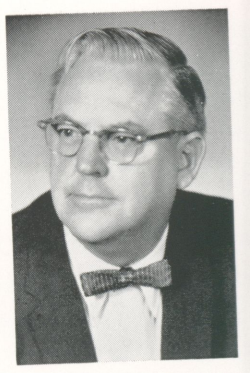
ERNEST B. CHAMBERLAIN

Born Oberlin, Ohio. Education: Oberlin College. Taught at Oberlin Academy, Knox College, University of Wisconsin. Entered public relations field in 1923. School consultant, and author of "Our Independent Schools." Associated with Marts & Lundy since 1946.



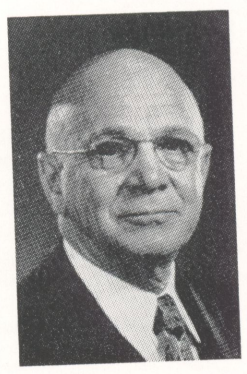
J. WILEY CHRISTIE

Born Philadelphia, Pa. Education: Episcopal Academy, University of Pennsylvania and Harvard. U. S. Naval officer, World War II. Entered fund-raising profession following navy service. Residence: Berwyn, Pa.



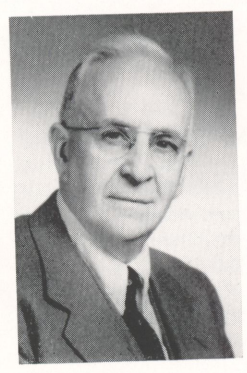
FRANK J. COLEMAN

Born Louden, N. H. Education: Gordon College, Andover-Newton and Yale Divinity School. Active in church work and investment business before entry into the field of fund-raising. Residence: Coventry, R. I.



HAROLD C. DUDLEY

Born Marlborough, Mass. Education: Mt. Herman School and Worcester Business Institute. Served as personnel executive before entry into the fund-raising field. Joined Marts & Lundy in 1945. Residence: Longmeadow, Mass.



EDWARD F. DUFFY

Born New York City. Education: Springfield College, Georgetown University, National University and Columbia University. Served as YMCA executive in Europe for 15 years and directed International Dept. (at McBurney YMCA) assisting in fund-raising. Residence: Providence, R. I.



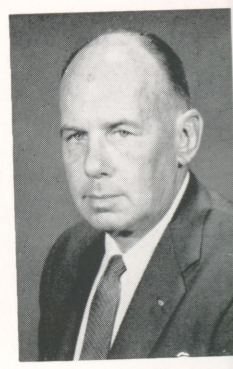
OTTO W. FERRENE

Born Chatanooga, 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.



CHARLES H. GALE

Born Quincy, Mass. Education: Colby College and Harvard University. First fund-raising experience while on staff of Huntington Avenue Branch, Boston YMCA in the early 1920's. Varied newspaper and magazine editorial work, and public relations experience. Residence: Deep River, Conn.



CRAWFORD L. GILLIGAN

Born New York City. Served as member of Dartmouth College staff and as investment counsello before entering fund-raising profession in Texas Director of Development American Leprosy Mission prior to joining Marts & Lundy. Residence Kent, Conn.



ARTHUR H. LOFGREN

Born Brooklyn, N. Y. Education: Columbia University. Varied business and public relations experience before joining Marts & Lundy. Active in denominational laymen's work. Former member General board of the National Council of Churches. Residence: Wellesley, Mass.



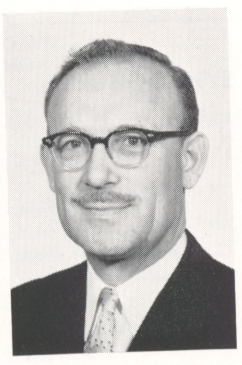
GEORGE E. T. LUM

Education: American Institute of Banking and New York University. Early business 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.



J. FLOYD McTYIER

Born Plains, Ga. Education: New York University. Early career in YMCA work and as business manager, United Seaman's Service. Joined Marts & Lundy in 1948. Residence: Silver Bay, N. Y.



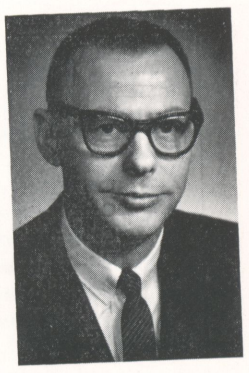
WILLIAM LAWTON PRINCE II

Born Boston, Mass. Education: University of New Hampshire. Director Field Service Department, American Red Cross, E.T.O., World War II. Served in public relations and college development capacities before joining Marts & Lundy. Home: Durham, N. H.



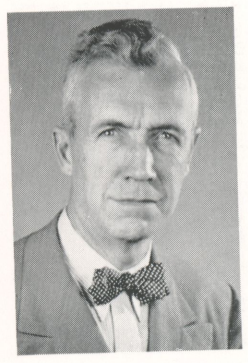
SAMUEL H. RICKARD

Born Philadelphia, Pa. Education: Bucknell University, University of Pennsylvania, and Berkeley Baptist Divinity School, Berkeley, Calif. Eighteen years in Burma as President of Judson College. U. S. Cultural Affairs Officer in Turkey. Joined Marts & Lundy in 1958.



FRANK H. ROBESON

Born Minot, N. Dak. Education: University of Missouri School of Journalism. Varied newspaper editorial work. Publicity director, Wake Forest College, Sioux Falls College, Council on Missionary Cooperation, American Baptist Convention. Residence: White Plains, N. Y.



RAYMOND F. ROPE

Born Brooklyn, N. Y. Education: Cornell University and University of Pittsburgh. Early career as executive and fund-raiser for the YMCA, serving in New York, Pennsylvania, Hong Kong and the Central Atlantic area. Residence: Mount Lebanon, Pa.



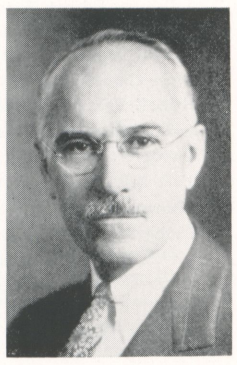
WALLACE RUCKER

Born New York City. E ucation: Princeton U versity and New Y University. Engaged industrial sales wo Served as Lieutenant Co nel, U. S. Army, Wo War II. Active in chu and college fund-raisi field before joining Ma & Lundy. Residenc Eastham, Mass.



GARDNER E. CAMPBELL, JR.

Born Wakefield, Mass. Education: Northeastern University, Burdett College, Baylor University. Fund-raising experience includes service with American Red Cross, Tuft University and as Regional Director of the Massachusetts Heart Association. Home: Wakefield, Mass.



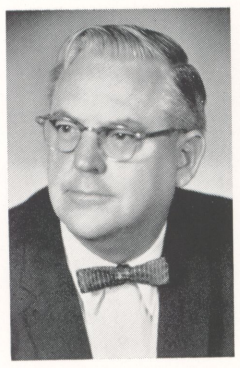
ERNEST B. CHAMBERLAIN

Born Oberlin, Ohio. Education: Oberlin College. Taught at Oberlin Academy, Knox College, University of Wisconsin. Entered public relations field in 1923. School consultant, and author of "Our Independent Schools." Associated with Marts & Lundy since 1946.



J. WILEY CHRISTIE

Born Philadelphia, Pa. Education: Episcopal Academy, University of Pennsylvania and Harvard. U. S. Naval officer, World War II. Entered fund-raising profession following navy service. Residence: Berwyn, Pa.



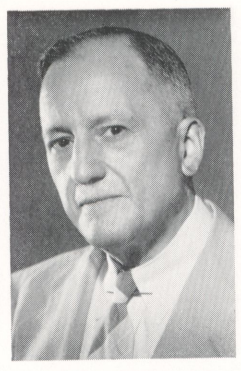
FRANK J. COLEMAN

Born Louden, N. H. Education: Gordon College, Andover-Newton and Yale Divinity School. Active in church work and investment business before entry into the field of fund-raising. Residence: Coventry, R. I.



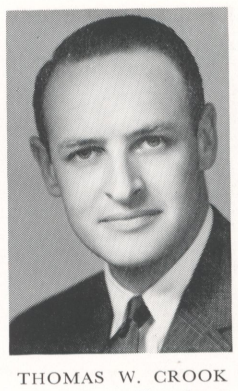
RAYMOND W. COOPER

Born Paterson, N. J. Education: Bucknell University, Andover-Newton and Harvard. Active in interdenominational church work before entering fund-raising profession. Joined Marts & Lundy staff in 1942. Residence: Granger, Iowa.



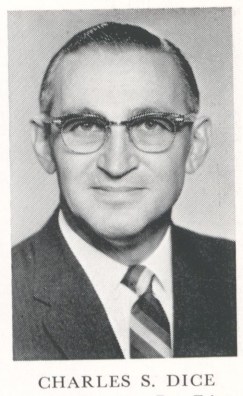
CHARLES W. CRIST

Born Philadelphia, Pa. Education: Philadelphia College. Entered YMCA executive and fund-raising field, serving in Philadelphia, Scranton, Pittsburgh and Ardmore. Residence: Ardmore, Pa.



THOMAS W. CROOK

Education: Houghton College, Dartmouth College, Federated Theological Schools of University of Chicago. Held positions in industrial administration, public relations and promotion. Active in development of community chapters of state mental health association. Residence: East Walpole, Mass.



CHARLES S. DICE

Born Milheim, Pa. Education: Bucknell University and Albright College. Served as teacher in several Pennsylvania schools before joining staff of Marts & Lundy. Residence: Williamsport, Pa.



EDWARD F. DUFFY

Born New York City. Education: Springfield College, Georgetown University, National University and Columbia University. Served as YMCA executive in Europe for 15 years and directed International Dept. (at McBurney YMCA) assisting in fund-raising. Residence: Providence, R. I.



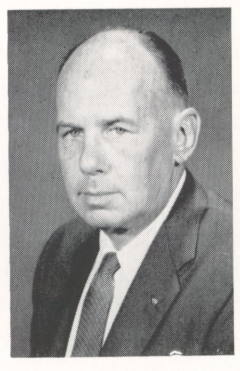
OTTO W. FERRENE

Born Chatanooga, 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.



CHARLES H. GALE

Born Quincy, Mass. Education: Colby College and Harvard University. First fund-raising experience while on staff of Huntington Avenue Branch, Boston YMCA in the early 1920's. Varied newspaper and magazine editorial work, and public relations experience. Residence: Deep River, Conn.



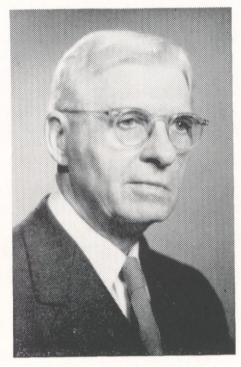
CRAWFORD L. GILLIGAN

Born New York City. Served as member of Dartmouth College staff and as investment counsellor before entering fund-raising profession in Texas. Director of Development, American Leprosy Mission prior to joining Marts & Lundy. Residence: Kent, Conn.



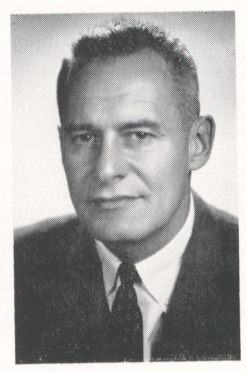
JOHN W. GOODNOUGH

Born Indianapolis, Ind. Education: Sanderson Business College and YMCA "In Service Program." Followed executive and fund-raising career in YMCA before joining Marts & Lundy in 1949. Residence: Canton, Ohio.



CHARLES A. HERSCHLEB

Born Wisconsin Rapids, Wis. Education: Lawrence College. First entered YMCA work at Racine, Wis. Established YMCA, Tsinan, China. Administrative service for Far East, International Committee YMCA. Joined Marts & Lundy staff 1947. Residence: Thetford Center, Vermont.



ANDREW JACKSON

Born Oshkosh, Wis. Education: Wesleyan University. First entered field of industrial public relations, moving from there into institutional publicity and fund-raising work. Entered professional fund-raising field as development officer for Albany Medical College and Hospital. Residence: New Haven, Conn.



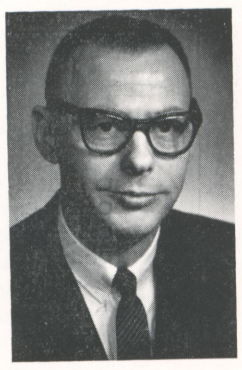
JOSEPH B. LECKIE

Born Elizabeth, Pa. Education: Washington and Jefferson College. Entered college administrative field upon graduation, serving in admissions, alumni and development positions until joining Marts & Lundy. Residence: Washington, Pa.



SAMUEL H. RICKARD

Born Philadelphia, Pa. Education: Bucknell University, University of Pennsylvania, and Berkeley Baptist Divinity School, Berkeley, Calif. Eighteen years in Burma as President of Judson College. U. S. Cultural Affairs Officer in Turkey. Joined Marts & Lundy in 1958.



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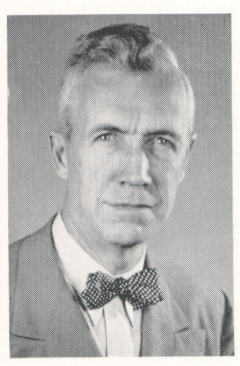

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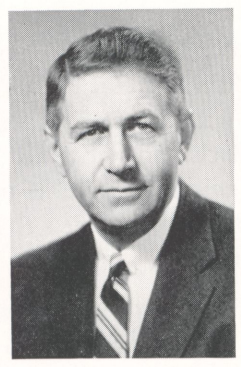
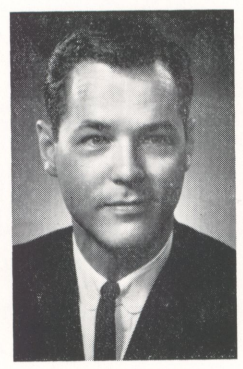


WALLACE RUCKERT

Born New York City. 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.



E. ALLEN SCHULTZ, JR.

Born Allentown, Pa. Education: Moravian and Adelphi Colleges. Medical Corps, U. S. Army. Held position with Bethlehem Steel, U. S. Rubber, and Brown University Office of Development before joining Marts & Lundy. Residence: New York City.



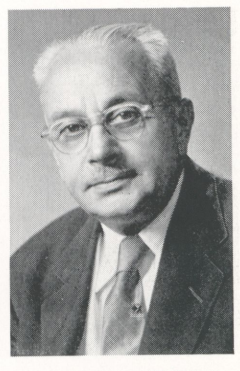
BAYARD T. SKILLING

Born Philadelphia, Pa. Education: public schools of Delaware County, Pa. 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, New Jersey.



ROBERT B. ST. LAWRENCE

Born Hendersonville, N. C. Early career in radio and television. First fund-raising experience at Howard College (Alabama). Held fund-raising positions with American Cancer Society and as professional counsel for preparatory schools before joining Marts & Lundy. Residence: Greenwich, Conn.



FREDERICK W. SMITH

Born in England. Education: Phillips Andover Academy, Dartmouth College, Boston University School of Theology and Yale University. Lecturer at Yale. Appointed 1956 by President Eisenhower to U. S. Assay Commission. Residence: Towson, Md.

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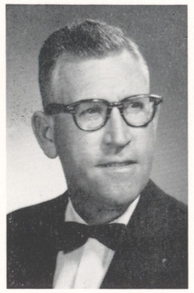
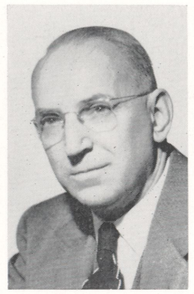


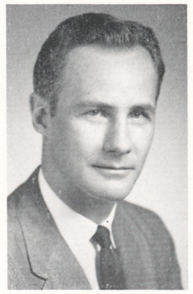
JOHN C. STAHLE

Born Gettysburg, Pa. Education: Gettysburg College and United States Military Academy. Early career as army officer and teacher before entering professional fund-raising field. Residence: Gettysburg, Pa.



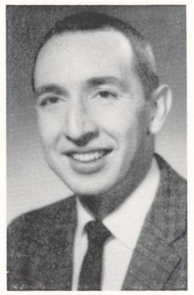
ARTHUR L. TAYLOR

Born Holyoke, Mass. Education: Springfield College. Active as YMCA executive and fund-raiser before joining staff of Marts & Lundy in 1949. Residence: Rochester, N. Y.



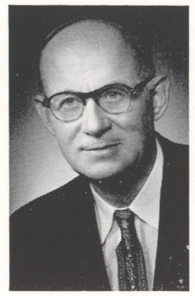
JOHN E. TAYLOR

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



DONALD L. TOURTELOT

Born Chicago, Ill. Education: DePauw University, School of Journalism of University of Missouri. U. S. Army Air Force, World War II. Director of Publicity, DePauw University, Assistant to President, Ohio College of Applied Science, Residence: Cincinnati, Ohio.



CARL H. WALKER

Born Apollo, Pa. Education: Franklin College and Slippery Rock Teachers College. Early career as insurance executive before entering fund-raising. Served in U. S. Air Force, World War I. Residence: Canton, Ohio.



DOUGAL E. YOUNG

Born Hagerman, Ontario. Following early newspaper career, entered YMCA work as director and fund-raiser, serving in New York and Pennsylvania. Residence: Gettysburg, Pa.

education and culture—expanding it and making it stronger—we will be cultivating the greatest of our national resources, the people of America.

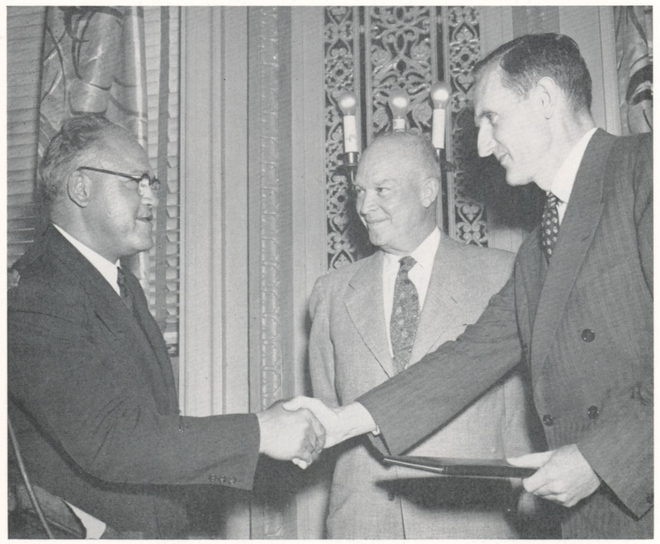
Marts & Lundy recognizes these conditions—it has the know-how, the experience, the skill. . . and the staff, plus more than three decades of success and achievement in the business.

As we said in the beginning, "*No matter how great is the mark of achievement—its value is measured by the number of people who know about it.*"

That's why we tell you that right here in our midst we have a firm of public relations and fund-raising counsel, serving the broad field of philanthropy throughout the United States. A progressive and enterprising firm, eminently successful for over thirty-five years in serving its clients on the highest ethical and moral levels—through the comprehensive public relations and fund-raising survey, by the supervision and direction of public relations and publicity programs, and by the direction of financial campaigns, this firm serves schools, colleges, universities, seminaries, national church bodies, and their boards, individual churches, hospitals, service organizations, and other recognized philanthropies.

Founders Arnaud C. Marts and George E. Lundy and the present officers, Austin V. McClain, Paul H. Younger, Melvin D. Brewer, James H. Duchine and Herbert C. Richman, Jr., all attach great importance to the spiritual benefits of giving, and have always sought to bring into their efforts the finest spiritual attitudes.

Marts & Lundy eliminated the noisesome mechanics of the old financial "drive", its rah! rah! spirit, its cheer leaders and pep talks, and substituted in its place a proved method of financial planning which recognized the need for an individual approach to each financial problem. One of the features of this method is the use of the comprehensive survey as the *first step* in planning a public relations or fund-raising effort.



Former President Dwight D. Eisenhower looks on as John D. Rockefeller, III (right) accepts a citation honoring the General Education Board from Dr. F. D. Patterson, president and founder of the United Negro College Fund at the Fund's tenth anniversary luncheon held at the National Press Club in Washington, D. C. Presented to the General Education Board by the presidents of the Fund's member colleges and universities, the citation pays tribute to the Board's continued support of Negro education during the past 50 years.

The making of surveys has become an increasingly important part of the service—consisting of exhaustive studies over a period of five to eight weeks by an experienced surveyor, carefully studied by officers of Marts & Lundy, and compiled in a complete and comprehensive report. The survey offers a sound approach to the client's financial problems.

Careful studies show that to be successful today a fund-raising program must be made up of four major factors: 1) There must be a real need. 2) There must be a group of leaders who recognize the need, and are willing to give time, money and effort in meeting this need. 3) There must be people able and willing to do something about meeting this need, once they are convinced of its merit. 4) Finally, there must be a carefully outlined plan for presenting the need to these people.

Marts and Lundy makes sure in its survey whether or not these *four factors* are present in any given situation. By this means it is in an excellent position to appraise for its clients with reasonable accuracy the willingness of friends to give money; the amount they are willing to give, and the nature of the campaign needed to attain these funds. It serves as a blueprint for the planning of a successful fund-raising effort.

The cumulative and continuous experience of this firm for three decades makes it unnecessary for governing boards to grope through a fog of guesses and uncertainty for a solution of their problems of finance, or to hesitate for fear that the methods employed by a fund-raising organization may prove harmful to a great and worthy cause.

Marts & Lundy financing programs are wholesome in method, determined in energy, consecrated in spirit. They aim not only to produce the money desired, but to make for a wider appreciation of the services its clients are rendering, and the building of a permanent good will.

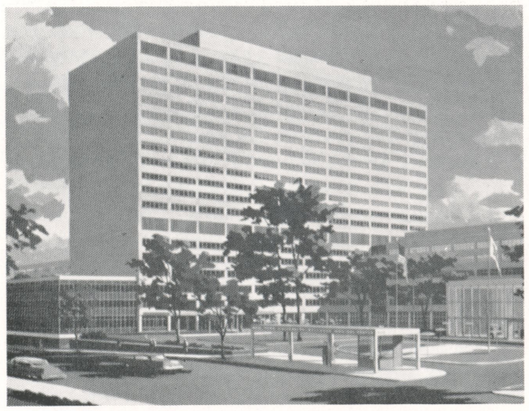
It seems to us that when a firm with that kind of plans and policies can succeed, through good times and bad, in raising a billion-and-a-half dollars in more than three decades it should enjoy some kind of distinction besides that of being merely successful. . . especially so when we learn that this enormous sum of money was purely in *voluntary* gifts.

Just to give you an idea of the enormous service Marts & Lundy has rendered its clients in this respect, one needs only to compare the firm's record with that of the nation's largest philanthropic foundation. In 1962, this foundation reported that, since its establishment in 1936, it had given $1,700,000,000 to some 4,950 institutions and organizations. Comparatively, since its founding Marts & Lundy has helped its 1,600 clients to secure $1,500,000,000—an amount which is almost equal. Thus, it's easy to see that this capable organization is rendering a service of truly great dimension to the American philanthropic scene.



A television audience of millions heard President John F. Kennedy praise the work of the Massachusetts General Hospital during a special interview by television personality Dave Garroway. The interview was conducted as part of a special anniversary celebration held in conjunction with the Hospital's 150th Anniversary campaign.

Now, with that said, you both should know each other pretty well! And that's a very good way for working partners to start a job.



University Hospital has risen on the site of the New York University-Bellevue Medical Center as a result of a campaign which raised nearly $20,000,000, under Marts & Lundy guidance. The campaign for this central unit—started with a challenge offer of $5,000,000 from the S. H. Kress Foundation.



Hopkins Center at Dartmouth College, Hanover, New Hampshire, is one of the objectives obtained through funds raised in a Marts & Lundy-directed successful campaign for $17,000,000. The architect's sketch above shows the main building and partial views of two adjacent structures in a four-building complex in a unique grouping of this multi-purpose educational center. Lecture halls, theaters, musical activities, studios and workshops in the arts and crafts, art galleries, and recreational facilities are housed in the Center.

Marts and Lundy won't set your place afire with fantastic promises to double the money in your treasury overnight. Nor will you hear it hint at some "magic formula" for making two friends grow where only one grew before. Nor will it dazzle you with a beautiful and sparkling campaign whipped up on the spur of the moment.

You know because you have seen the firm's work, that it doesn't have any "M&L Style" to be unveiled for prospective clients after certain esoteric rites; no "scientific" approach, no big and "clever picture" campaign, no whimsy-humor urge. In fact, its officers will frankly confess to you that they have neither an incurable allergy to, nor an uncontrollable passion for any of the many so-called schools of thought in fund-raising.

You're far too smart to believe, and they are too realistic to try to tell you, that Marts & Lundy has a corner on the brains, talent and experience of the public relations and fund-raising business. On the other hand, you can and will agree with them that Marts & Lundy consistently comes up with an unusually high percentage of dramatic and effective *ideas*. That's in the record—today, and for more than thirty-five years in the past.

You will like the firm's size, big enough to handle accounts running into millions, plural—yet small enough to be well homogenized. There simply isn't any watery, blue, bottom-of-the-bottle work—not for any client. Of course, with that kind of set-up, you won't expect them to promise Service, Free and Unlimited.

You take a good look at the M&L facilities for providing the services you'll need—survey and research and *imagination*—you'll find them good. You're prepared to pay moderate fees for services other than those connected with the fund-raising business.

As a good business man, you realize that you don't get something for nothing; that multiplying services "on the house" must really be paid for with "assembly line" efficiency or mass production "economies" elsewhere in the set-up.

Yes, you know them. Quite well!

Marts & Lundy knows a thing or two about you, too. Depend on it. It knows that you don't believe in "formula success" any more than it does. You know that one single fund-raising *idea*—as intangible as a few typed words on a scrap of paper or a visual image in a man's mind—can be worth a million dollars.

So, you're extremely tolerant of ideas, as wild or corny or impossible as they may look. Strangely enough, you're also bull-headed and pragmatic when it comes to measuring the results against the operating costs.

You expect the best. Best ideas. Best counsel. Best results. And you're the kind of a man who's darn well going to get the best.

You have a good institution. Neither Marts & Lundy nor any other counsel can, for very long, keep stilts under an institution that doesn't belong up there. Chances are, your institution is not the undisputed leader in its field, but you're sure it ought to be in there battling for top place.

You're ambitious, demanding, and hard-boiled.

You're honest, decent and human.

You see, Marts & Lundy knows almost everything about you except...your name! And that's why we are sending you our story about them.

MARTS & LUNDY, Incorporated

521 Fifth Avenue
NEW YORK 17, N. Y.

308 Mellett Building
CANTON 2, OHIO



Rolfe House, at the Hill School, Pottstown, Pennsylvania, was the first project completed as a result of the Development Campaign which raised over $3,000,000. At the time it was thought to be the largest amount ever raised for a secondary school, exclusive of bequests. Since then Lawrenceville has raised nearly $6,000,000, and Hill is ready to start out again.

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 high pressure type.

VI. Directors shall at all times conduct themselves as 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 shall 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.

This Thing of Giving

"This thing of giving, I do not understand, 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 that 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 that we did not sacrifice the more. . .

"Give—and somewhere, from 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."

GEORGE F. BURBA

Achievement

IN A SERVICE TO PHILANTHROPY FOR MORE THAN THIRTY YEARS

IN WHICH 1,600 CAMPAIGNS PRODUCED MORE THAN $1,000,000,000

The Story of Marts & Lundy

< PRINTED PUNCH >

A Journal of Institutional Romance

This is No. 15 in a series of inspiring stories of highly successful business firms in the state of New York. These stories are prepared by C. W. Thomas, Editor of Printed Punch, and printed by the W. F. Humphrey Press, Geneva, N. Y., in the interests of business harmony and public good will, and in a sincere effort to promote a better understanding of the services rendered the public by business and industry of the Empire State.

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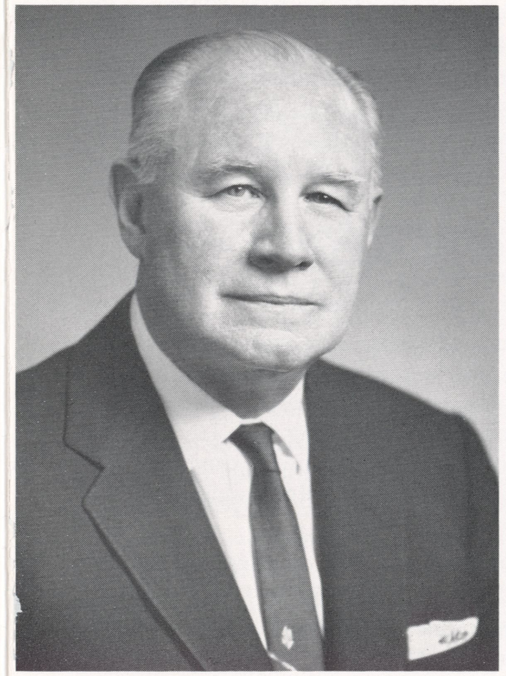


THOMAS F. MORGAN, JR.

In addition to his successful career as a lawyer, he has taught at Bucknell University, the University of Pennsylvania, and Temple University.

For many years he has served as Counsel on Public Relations and Fund-Raising for the American Baptist Board of Education. He is a member of Phi Beta Kappa, Order of the Coif, Phi Delta Phi, and Delta Upsilon, and is the author of "Outlines of Real Estate Law and Finance", "Check List of Fund-Raising Essentials," "Fund-Raising as a Profession," and "The Little More in Fund-Raising." A member of the University Club of Philadelphia, he makes his home in New York City.

ACHIEVEMENT

THOMAS F. MORGAN, JR., *President of Marts & Lundy, Inc., and one of the first entrants directly into the field of professional fund-raising as a vocation, has been associated with Marts & Lundy, Inc. since its formation in 1926. During the ensuing years, he has developed many new techniques of organization and has come to be regarded as one of the country's most versatile and successful fund-raising consultants, directing financial campaigns which ranged in scope from a twenty million dollar national campaign to a small and select campaign for a local philanthropy. Mr. Morgan was educated at the U. S. Military Academy (West Point) and Bucknell University.*

In addition to his professional duties, he is currently serving as a trustee of Wilkes College. He also serves as national treasurer of the Lambda Chi Alpha Fraternity and as a director of that group's John E. Mason Foundation, an agency created for aiding young men who are planning careers in government service. He lives in Lewisburg, Pa.



AUSTIN V. MCCLAIN

In addition to his regular campaign activities, he has organized successful long-range development programs for colleges and universities in the East.

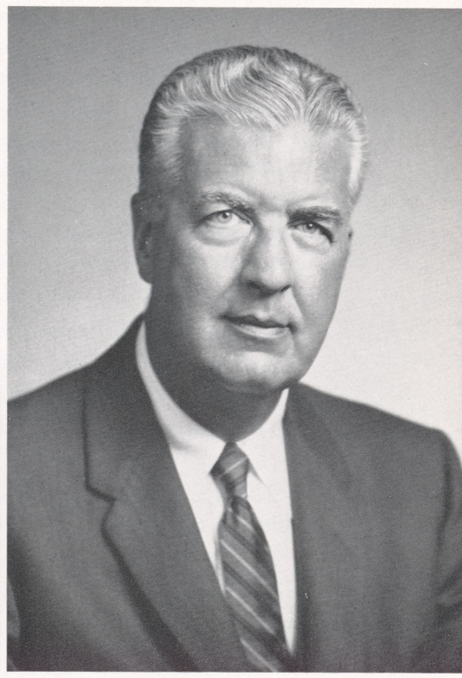
For four years he served as president of the Alumni Association of the Mercersburg Academy, and is currently a member of the Board of Regents of the school. He is also a member of the Board of Trustees of Moravian Seminary for Girls, Green Pond, Bethlehem, Pennsylvania.

Mr. McClain is a member of the F.&A.M., Pennsylvania Scotch-Irish Society, Sons of the American Revolution, Lambda Chi Alpha, and Pi Delta Epsilon, the Pomfret Club of Easton, Pennsylvania, and the Union League Club of New York. He is an elder in the United Presbyterian Church, and a member of the Survey Commission of the Council on Theological Education. Mr. McClain is a Pennsylvanian by birth, but currently makes his home in White Plains, New York.

Mr. and Mrs. McClain have two children. His son was graduated from Yale University, and his daughter is a student at Connecticut College.

ACHIEVEMENT

AUSTIN V. McCLAIN, Vice President and Secretary 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 Mercersburg Academy and Washington and Jefferson College. Early in his career as alumni secretary and development director, Mr. McClain organized the first alumni fund program of his own college and has since become a leading authority on this phase of fund-raising activity.



PAUL H. YOUNGER

In addition to his successful career as a lawyer, he has taught at Bucknell University, the University of Pennsylvania, and Temple University.

For many years he has served as Counsel on Public Relations and Fund-Raising for the American Baptist Board of Education. He is a member of Phi Beta Kappa, Order of the Coif, Phi Delta Phi, and Delta Upsilon, and is the author of "Outlines of Real Estate Law and Finance", "Check List of Fund-Raising Essentials," "Fund-Raising as a Profession," and "The Little More in Fund-Raising." A member of the University Club of Philadelphia, he makes his home in New York City.

ACHIEVEMENT

PAUL H. YOUNGER, *Vice President and Treasurer of Marts & Lundy, Inc., has accumulated a wide variety of experience in campaign direction and planning. He is especially well-known for his work in the area of corporation and foundation philanthropy and has given direction to such national campaigns as the multi-million dollar capital fund program for the United Negro Colleges.*

Mr. Younger is a graduate of Allegheny College at Meadville, Pennsylvania, and before joining the firm of Marts & Lundy was associated with that institution as Assistant to the President and Director of Admissions. While in Meadville, he served on the Board of Directors of the Meadville Public Schools and the Meadville City Hospital.

Mr. Younger is a Methodist, a member of Phi Gamma Delta, Alpha Chi Sigma, the Columbia University Club of New York, and the Orleans Yacht Club, Orleans, Massachusetts.

Mr. and Mrs. Younger and their two sons make their home in Eastham, Cape Cod, Massachusetts. One son is a graduate of Amherst College, the second son is currently in attendance at Amherst.

and he will have a lot of fun doing it. But it will never occur to him to wonder if his *idea* reaches the *hearts* and the *pocketbooks* of the people.

He thinks of himself as a writer of imagination. Probably, though, what he has is only a facility, a knack, a flair, call it what you may. This man, like the "scientific approach" fellow, can be useful in business, but at another desk. Maybe as a gag-writer—not as a first-class fund-raiser!

He has no feeling for people, no imagination—at least not the kind we are dealing with here.

The third specimen in our laboratory—the rhetorician—never splits his infinitives, nor mixes up his tenses, nor ends his sentences with a preposition.

He is a student of semantics and such things as sciences that are an end in themselves.

He taught English at a prep school and probably did a creditable job. Then he turned to writing for a living, sold an essay or two, but somehow his fiction and verse never found an appreciative editor.

So our man of letters elbowed his way into the field of public relations and fund-raising. It has been tough going, because he, too, is sitting at the wrong desk. He has little if any feeling for people, no imaginative insight into what makes them tick.

Now, we come at last to our genuine public relations and fund-raising specimen—the fourth in the order named—the one with the *bona-fide imagination*.

Let us understand that we are dealing here with *imagination in fund-raising*—N O T with imagination in engineering or atomic research.

Imagination in fund-raising is a special kind of insight—a power of perception, partly intuitive, perhaps—that gives one a real understanding of human motivation. For fund-raising, like law and medicine and psychiatry, has to do with the minds of people. Atomic research and bridge building has to do with inanimate subjects.

It is this special kind of insight that explains the superb skill of the Marts & Lundy organization.

These gentlemen can take statistics and pie-charts or leave them. They aren't very clever at rhyming jingles, and they would probably laugh if told that they were men of letters.

They have a sure instinct for what makes people do things. Morrill Goddard, the late editor of "The American Weekly," had this sure instinct. Read his little book, "What Interests People and Why." So did Jimmy Davis, Governor of Louisiana, who sang for his votes. Arnaud C. Marts and George E. Lundy have this instinct. They not only have it in great quantities themselves, they have instilled it into the hearts and minds of every man on their large and capable staff.

They have achieved greatness in public relations and fund-raising by doing it themselves and inspiring those on their staff to cultivate this instinct of knowing and feeling for people.

Yes, sir, Marts & Lundy have achieved greatness in their chosen field with *a plan of action carried out with courage, imagination and unusual ability*.

Many universities, colleges and philanthropic institutions throughout this great land of ours owe an everlasting debt of gratitude to Marts & Lundy—for more than thirty years they have devoted their time and talents toward making our educational institutions larger and better equipped to turn out stronger and more capable citizens.

If we let our educational and religious and philanthropic system decay, we will gravely injure the foundation of our greatness as a nation. By the same token, if we develop our agencies of religion and education and culture—expanding it and making it stronger—we will be cultivating the greatest of our national resources, the people of America.

Marts & Lundy recognize these conditions—they have the know-how, the experience, the skill . . . and the staff, plus more than three decades of success and achievement in the business.

As we said in the beginning, "*No matter how great is the mark of achievement—its value is measured by the number of people who know about it.*"

That's why we tell you that right here in our midst we have a firm of public relations and fund-raising counsel, serving the broad field of philanthropy throughout the United States. A progressive and enterprising firm, eminently successful for over thirty years in serving its clients on the highest ethical and moral levels—through the comprehensive public relations and fund-raising survey,

(*Continued on Page 12*)

The Officers and Directors



MELVIN D. BREWER—*Vice President of Marts & Lundy, Inc., born in Rochester, Pa. Educated Geneva College and Washington and Jefferson College (A.B. 1937). Served as alumni secretary and director of admissions, Washington and Jefferson College (1937–44); joined Marts & Lundy, 1948. Phi Kappa Psi fraternity.*



JAMES H. DUCHINE—*Vice President of Marts & Lundy, Inc., born, Elmira, New York. Graduate of Bucknell University. Joined Marts & Lundy staff in September, 1940. Served in the U. S. Army Air Force from 1942 through 1945 with rank of Staff Sergeant. Member Delta Upsilon fraternity. Residence: Ithaca, N. Y.*



HERBERT C. RICHMAN, JR.—*Vice President of Marts & Lundy, Inc., born Haddonfield, N. J. Educated at Rutgers University and the University of Pennsylvania. Began fund-raising experience with Marts & Lundy in 1939. Served as Anti-Aircraft Artillery Captain in World War II, Resides Medford Lakes, N. J. Member, Alpha Chi Rho fraternity.*



JOHN I. CARLSON—*Born Akron, Ohio. Educated at Ohio State University, B.A. & B.Sc., President Beta Theta Pi, and the Interfraternity Council. Graduate work at Western Reserve University and Columbia University. Member of the Vestry of Church of the Resurrection (N. Y. C.), Church Club, Ohio Society of N. Y., and a director of the American Bureau for Medical Aid to China, Inc.*



JOSEPH C. SMITH—*Born Skowhegan, Maine. Educated at Sidwell's Friends School; Colby College (B.A.); Harvard (M.A.). Phi Beta Kappa. Delta Kappa Epsilon fraternity. Director of Publicity, Colby College, for 18 years. Past President, District I ACPRA. Trustee, Colby College. Joined Marts & Lundy, in 1948.*

Some of the 1,600 Clients Served by Marts & Lundy, 1926-1960

These are representative clients of Marts and Lundy during the past 34 years. Obviously not all 1,600 can be listed. These are mentioned to indicate the type of philanthropic institution served by them.

COLLEGES—UNIVERSITIES—SEMINARIES

Albright College, Reading, Pa.
Alderson-Broaddus College, Philippi, W. Va.
Alfred University, Alfred, N. Y.
Allegheny College, Meadville, Pa.
Anderson College, Anderson, Ind.
Andover-Newton Theo. Seminary, Newton Centre, Mass.
Atlanta University, Atlanta, Ga.
Atlantic Christian College, Wilson, N. C.
Auburn Theological Seminary, Auburn, N. Y.
Averett College, Danville, Va.
Mary Baldwin College, Staunton, Va.
Bangor Theo. Seminary, Bangor, Me.
Baptist Missionary Training School, Chicago, Ill.
Bates College, Lewiston, Me.
Belhaven College, Jackson, Miss.
Belmont Abbey College, Belmont, N. C.
Bennett College, Greensboro, N. C.
Berkeley Baptist Divinity School, Berkeley, Calif.
Bethune-Cookman College, Daytona Beach, Fla.
Bradford Junior College, Bradford, Mass.
Brown University, Providence, R. I.
Bucknell University, Lewisburg, Pa.
Campbell College, Buies Creek, N. C.
Case Institute of Technology, Cleveland, O.
Cedar Crest College, Allentown, Pa.
Centenary College, Shreveport, La.
Chicago Theo. Seminary, Chicago, Ill.
Clark College, Atlanta, Ga.
Coe College, Cedar Rapids, Iowa
Colby College, Waterville, Me.
Colby Junior College, New London, N. H.
Colgate-Rochester Divinity School, Rochester, N. Y.
College of the Bible, Lexington, Ky.
College of the Ozarks, Clarksville, Ark.
College of Wooster, Wooster, Ohio
Colorado Women's College, Denver, Colo.
Columbia Theo. Seminary, Decatur, Ga.
Converse College, Spartanburg, S. C.
Cooper Union for the Advancement of Science And Art, New York, N. Y.
Cornell University, Ithaca, N. Y.
Crozer Theo. Seminary, Chester, Pa.
Dartmouth College, Hanover, N. H.
Davidson College, Davidson, N. C.
Defiance College, Defiance, Ohio
Denison University, Granville, Ohio
DePauw University, Greencastle, Ind.
Dickinson College, Carlisle, Pa.
Drexel Institute of Technology, Phila., Pa.
Earlham College, Richmond, Ind.
Eastern Baptist Theo. Seminary and College, Philadelphia, Pa.
Eastern Pilgrim College, Allentown, Pa.
Elizabethtown College, Elizabethtown, Pa.
Emory University, Atlanta, Ga.
Eureka College, Eureka, Ill.
Franklin College, Franklin, Ind.
Franklin and Marshall College, Lancaster, Pa.
Gardner-Webb College, Boiling Springs, N. C.
Gettysburg College, Gettysburg, Pa.
Grinnell College, Grinnell, Iowa
Guilford College, Guilford College, N. C.
Hamilton College, Clinton, N. Y.
Hamline University, St. Paul, Minn.
Hampden-Sidney College, Hampden-Sidney, Va.
Hampton Institute, Hampton, Va.
Hartwick College, Oneonta, N. Y.
Hastings College, Hastings, Neb.
Heidelberg College, Tiffin, Ohio
Hendrix College, Conway, Ark.
Hillsdale College, Hillsdale, Mich.
Hillyer College, Hartford, Conn.
Hobart and William Smith Colleges, Geneva, N. Y.
Hood College, Frederick, Md.
Hope College, Holland, Mich.
Illinois College, Jacksonville, Ill.
Iowa Wesleyan College, Mt. Pleasant, Iowa
Johnson C. Smith University, Charlotte, N. C.
Kalamazoo College, Kalamazoo, Mich.
Kenyon College, Gambier, Ohio
Keuka College, Keuka Park, N. Y.
King College, Bristol, Tenn.
Knoxville College, Knoxville, Tenn.
Lafayette College, Easton, Pa.
Lake Erie College, Painesville, Ohio
Lebanon Valley College, Annville, Pa.
Lehigh University, Bethlehem, Pa.
Livingstone College, Salisbury, N. C.
Malone College, Canton, Ohio
Manchester College, North Manchester, Ind.
Marietta College, Marietta, Ohio
Marion College, Marion, Ind.
Masssachusetts Institute of Technology, Cambridge, Mass.
Meharry Medical College, Nashville, Tenn.
Meredith College, Raleigh, N. C.
Milwaukee School of Engineering Milwaukee, Wis.
Mitchell College, Statesville, N. C.
Monmouth Junior College, Long Branch, N. J.
Moravian College, Bethlehem, Pa.
Mount Union College, Alliance, Ohio
Muhlenberg College, Allentown, Pa.
Northern Baptist Theo. Seminary, Chicago, Ill.
Oberlin College, Oberlin, Ohio
Oklahoma City University, Oklahoma City, Okla.
Ottawa University, Ottawa, Kans.
Otterbein College, Westerville, Ohio
Paine College, Augusta, Ga.
Peace College, Raleigh, N. C.
Presbyterian College, Clinton, S. C.
Presbyterian Junior College, Maxton, N. C.
Presbyterian Theo. Seminary, Princeton, N. J.
Randolph-Macon College, Ashland, Va.
Ripon College, Ripon, Wis.
Roanoke College, Salem, Va.
Rockford College, Rockford, Ill.
Rutgers University, New Brunswick, N. J.
St. Augustine's College, Raleigh, N. C.
St. Lawrence University, Canton, N. Y.
Sarah Lawrence College, Bronxville, N. Y.
Shaw University, Raleigh, N. C.
Shorter College, Rome, Ga.
Southern College, Lakeland, Fla.
Southwestern University, Memphis, Tenn.
Stetson University, DeLand, Fla.
Transylvania College, Lexington, Ky.
Trinity College, Hartford, Conn.
Trinity University, San Antonio, Tex.
Tusculum College, Greenville, Tenn.
Union Junior College, Cranford, N. J.
Union Theo. Seminary, Richmond, Va.
United Negro College Fund, New York, N. Y.
University of Bridgeport, Bridgeport, Conn.
University of Buffalo, Buffalo, N. Y.
University of Chattanooga, Chattanooga, Tenn.
University of Colorado, Boulder, Colo.
University of New Hampshire, Durham, N. H.
University of Redlands, Redlands, Calif.
Univ. of South Carolina at Florence, S. C.
Upsala College, East Orange, N. J.
Utica College of Syracuse Univ., Utica, N. Y.
Wagner Lutheran College, Staten Island, N. Y.
Washington College, Chestertown, Md.
Washington and Jefferson College, Washington, Pa.
Washington and Lee University, Lexington, Va.
Western Maryland College, Westminster, Md.
Westminster College, Fulton, Mo.
William Penn College, Oskaloosa, Iowa
Wofford College, Spartanburg, S. C.
York Junior College, York, Pa.

SCHOOLS

Barstow School, Kansas City, Mo.
Beaver Country Day School, Chestnut Hill, Mass.
Buckley Country Day School, North Hills, N. Y.
Coburn Classical Institute, Waterville, Me.
Dwight School, Englewood, N. J.
Garrison Forest School, Garrison, Md.
George School, Bucks County, Pa.
Germantown Academy, Philadelphia, Pa.
Green Vale School, Glen Head, N. Y.
The Gunnery, Washington, Conn.
Hill School, Pottstown, Pa.
Junior School, West Hartford, Conn.
Kingswood School, West Hartford, Conn.
Kiskiminetas Springs School, Saltsburg, Pa.
Landon School, Bethesda, Md.
Lawrenceville School, Lawrenceville, N. J.
Lincoln School, Providence, R. I.
Mary Institute, St. Louis Mo.
Milton Academy, Milton, Mass.
Northfield Schools, East Northfield, Mass.
Oakwood School, Poughkeepsie, N. Y.
Oxford School, Hartford, Conn.
Peddie School, Hightstown, N. J.
Randolph-Macon Academy, Front Royal, Va.
Ricker Classical Institute, Houlton, Me.
River Country Day School, Chestnut Hill, Mass.
St. Albans School, Washington, D. C.
St. George's School, Newport, R. I.
St. Mark's School, Southborough, Mass.
Salisbury School, Salisbury, Conn.
Shipley School, Bryn Mawr, Pa.
Shore Country Day School, Beverly, Mass.
Suffield Academy, Suffield, Conn.
Vermont Academy, Saxtons River, Vt.
Western Reserve Academy, Hudson, Ohio
Westminster Schools, Atlanta, Ga.
Mary C. Wheeler School, Providence, R. I.
Woodberry Forest School, Woodberry Forest, Va.
York Country Day School, York, Pa.

HOSPITALS, MEDICAL CENTERS, HOMES

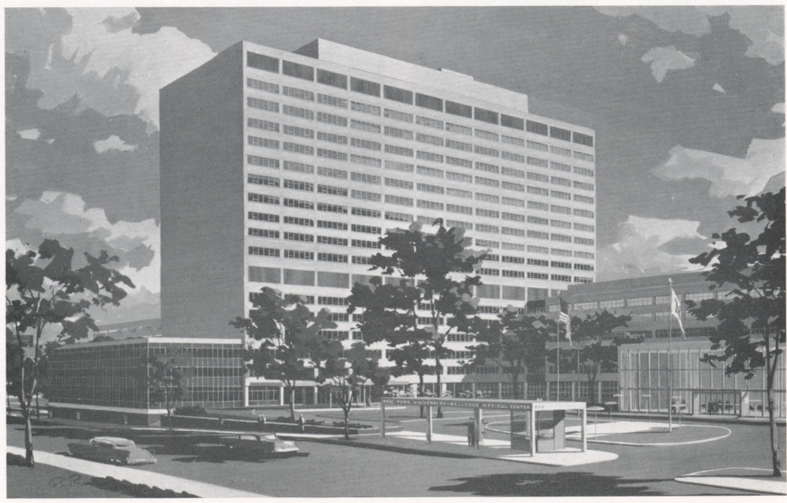
John D. Archbold Meml. Hospital, Thomasville, Ga.
Bethany Deaconess Hospital, Brooklyn, N. Y.
Boston Medical Library, Boston, Mass.
Brooklyn Lutheran Hospital, Brooklyn, N. Y.
Brown Memorial Hospital, Conneaut, Ohio
Children's Hospital of the District of Columbia, Washington, D. C.
Deaconess Hospital, Buffalo, N. Y.
Dobbs Ferry Hospital, Dobbs Ferry, N. Y.
Episcopal Foundation, Birmingham, Ala.
Exeter Hospital, Exeter, N. H.
Ft. Worth Methodist Hospital, Ft. Worth, Tex.
Franklin County Hospital, Greenfield, Miss.
Geisinger Meml. Hospital, Danville, Pa.
Hoosic Falls Health Center, Hoosic Falls, N. Y.
Liberty-Loomis Hospital, Liberty, N. Y.
Lutheran Church Home, Buffalo, N. Y.
Lutheran Home of New Jersey, Moorestown, N. J.
Magruder Meml. Hospital, Port Clinton, Ohio
Massachusetts General Hospital, Boston, Mass.
Mountainside Hospital, Montclair, N. J.
New Jersey Presbyterian Home for the Aged, Haddonfield, N. J.
New York University–Bellevue Medical Center, New York, N. Y.
Oklahoma Medical Research Foundation, Oklahoma City, Okla.
Potts Memorial Hospital, Livingston, N. Y.
Rochester Children's Nursery, Rochester, N. Y.
Rockville Centre Hospital, Rockville Centre, N. Y.
St. John's Home for the Aged, Rochester, N. Y.
St. Joseph's Hospital, Elmira, N. Y.
Scandinavian Home, Cranston, Rhode Island
Somerville Hospital, Somerville, Mass.
Thompson Orphanage, Charlotte, N. C.
Veterans Memorial Hospital, Ellenville, N. Y.
West Virginia Baptist Hospital, Philippi, W. Va.
Youngstown Hospital Association, Youngstown, Ohio

CHURCHES

Aldersgate Methodist Church, Toledo, Ohio
All Saints Episcopal Church, Richmond, Va.
Asbury Methodist Church, Salisbury, Md.
Asbury Methodist Church, Harrisburg, Va.
Barrington Methodist Church, Barrington, Ill.
Bay Ridge Methodist Church, Brooklyn, N. Y.
Bethel English Evangelical Lutheran Church, Toledo, Ohio
Bethel Methodist Church, Spartanburg, S. C.
Bound Brook Presbyterian Church, Bound Brook, N. J.
Briarcliff Congregational Church, Briarcliff Manor, N. Y.
Broad Street Presbyterian Church, Columbus, Ohio
Broadview Community Church, West Hartford, Conn.
Broadway Presbyterian Church, Fort Worth, Tex.
Bushnell Congregational Church, Detroit, Mich.
Calvary Baptist Church, Washington, D. C.
Calvary Episcopal Church, Summit, N. J.
Camp Hill Presbyterian Church, Camp Hill, Pa.
Cathedral Church of the Nativity, Bethlehem, Pa.
Centenary Methodist Church, Metuchen, N. J.
Central Baptist Church, Woodbury, N. J.
Central Baptist Church, Westerly, R. I.
Central Brick Church, East Orange, N. J.
Central Methodist Church, Florence, S. C.
Christ Church, Greenwich, Conn.
Christ Church, East Orange, N. J.
Christ Church, Charlotte, N. C.
Christ Church Cathedral, Hartford, Conn.
Christ Episcopal Church, Kensington, Md.
Christ Episcopal Church, Belleville, N. J.
Christ Episcopal Church, Babylon, N. Y.
Christ Episcopal Church, Bronxville, N. Y.
Christ Episcopal Church, Greenville, S. C.
Christ Evangelical Lutheran Church, Jersey City, N.J.
Christ Evangelical and Reformed Church, Orrville, Ohio
Christ Evangelical and Reformed Church, Bethlehem, Pa.
Christ Lutheran Church, Columbus, Ohio
Christ's First Presbyterian Church, Hempstead, N. Y.
Church of the Atonement, Tenafly, N. J.
Church in the Garden, Garden City, N. Y.
Church of the Good Shepherd, Weehawken, N. J.
Church of the Good Shepherd, Brooklyn, N. Y.
Lutheran Church of the Good Shepherd, Easton Pa.
Church on the Hill, Flushing, N. Y.
Church of the Messiah, Flushing, N. Y.
Claremont Church, Claremont, Calif.
College Hill Moravian Church, Bethlehem, Pa.
College Hill Presbyterian Church, Easton, Pa.
Community Church, Ho-Ho-Kus, N. J.
Community Church, East Williston, N. Y.
Community Church, Little Neck, N. Y.
Community Church, Syosset, N. Y.
Community Congregational Church, Short Hills, N.J.
Concord Baptist Church, Brooklyn, N. Y.
Congregation B'Nai Israel, Red Bank, N. J.
Congregational Church, Manhasset, N. Y.
Emmanuel Baptist Church, Ridgewood, N. J.
Epworth Methodist Church, Worcester, Mass.
Epworth Methodist Church, Norfolk, Va.
Federated Church of Hyannis, Mass.
Fifth Avenue Baptist Church, Huntington, W. Va.
Fifth Avenue Presbyterian Church, N. Y., N. Y.
First Baptist Church, Bethesda, Md.
First Baptist Church, Beverly, Mass.
First Baptist Church, Haverhill, Mass.
First Baptist Church, North Adams, Mass.
First Baptist Church, Red Bank, N. J.
First Baptist Church, Hudson Falls, N. Y.
First Baptist Church, Poughkeepsie, N. Y.
First Baptist Church, White Plains, N. Y.
First Christian Church, Louisville, Ky.
First Congregational Church, Danbury, Conn.
First Congregational Church, Melrose, Mass.
First Congregational Church, West Springfield, Mass.
First Congregational Church, River Edge, N. J.
First Congregational Church, Westfield, N. J.
First Congregational Church, Walton, N. Y.
First English Lutheran Church, Paterson, N. J.
First Methodist Church, Portsmouth, N. H.
First Methodist Church, Westfield, N. J.
First Methodist Church, Flushing, N. Y.
First Methodist Church, Salisbury, N. C.
First Methodist Church, Athens, Ohio
First Methodist Church, Massillon, Ohio
First Methodist Church, Altoona, Pa.
First Presbyterian Church, Greenwich, Conn.
First Presbyterian Church, Dunellen, N. J.
First Presbyterian Church, Matawan, N. J.
First Presbyterian Church, Ramsey, N. J.
First Presbyterian Church, South Orange, N. J.
First Presbyterian Church, Wood Ridge, N. J.
First Presbyterian Church, Goshen, N. Y.
First Presbyterian Church, Middletown, N. Y.
First Presbyterian Church, Mineola, N. Y.
First Presbyterian Church, Mount Vernon, N. Y.
First Presbyterian Church, Ogdensburg, N. Y.
First Presbyterian Church, Watertown, N. Y.
First Presbyterian Church, Asheville, N. C.
First Presbyterian Church, Morganton, N. C.
First Presbyterian Church, Allentown, Pa.
First Presbyterian Church, Bethlehem, Pa.
First Presbyterian Church, Norfolk, Va.
First Presbyterian Church, Staunton, Va.
First Presbyterian Church, Waynesboro, Va.
Floral Park Methodist Church, Floral Park, N. Y.
Fort Hill Methodist Church, Lynchburg, Va.
Garden City Community Church, Garden City, N. Y.
Grace Church, Harrisburg, Pa.
Grace Congregational Church, New York, N. Y.
Grace Episcopal Church, Alexandria, Va.
Grace Reformed Church, Baltimore, Md.
Greek Orthodox Church, Rochester, N. Y.
Greek Orth. Church of Annunciation, Baltimore, Md.
Haddonfield Methodist Church, Haddonfield, N. J.
Hiland Presbyterian Church, Hollis, N. Y.
Immanuel Lutheran Church, Phila., Pa.
Irvington Presbyterian Church, Irvington-on-Hudson, N. Y.
Kodimoh Temple, Springfield, Mass.
Leonia Methodist Church, Leonia, N. J.
Linden Presbyterian Church, Linden, N. J.
Lutheran Church of the Incarnation, Brooklyn, N. Y.
Lutheran Church of the Redeemer, Ramsey, N. J.
Margate Community Church, Margate City, N. J.
Medford Jewish Center, Medford, Mass.
Memorial Congregational Church, South Sudbury, Mass.
Methodist Church, Ridgewood, N. J.
Monumental Methodist Church, Portsmouth, Va.
Mount Pisgah Presbyterian Church, Pittsburgh, Pa.
Mount Rainier Methodist Church, Mount Rainier, Md.
Mt. Vernon Methodist Church, Danville, Va.
Nazareth Moravian Church, Nazareth, Pa.
Normandy Presbyterian Church, St. Louis, Mo.
Norview Presbyterian Church, Norfolk, Va.
North Baptist Church, Port Chester, N. Y.
Northminster Presbyterian Church, Washington, D.C.
North Presbyterian Church, Geneva, N. Y.
Oakdale Presbyterian Church, Norfolk, Va.
Ocean View Presbyterian Church, Norfolk, Va.
Old South Union Church, South Weymouth, Mass.
Osceola Presbyterian Church, Cranford, N. J.
Parish of the Epiphany, Winchester, Mass.
Pascack Reformed Church, Park Ridge, N. J.
Peachtree Road Presbyterian Church, Atlanta, Ga.
Phillips Meml. Baptist Church, Cranston, R. I.
Pine Street Presbyterian Church, Harrisburg, Pa.
Presbyterian Church, Teaneck, N. J.
Presbyterian Church, Tenafly, N. J.
Presbyterian Church, Westfield, N. J.
Reveille Methodist Church, Richmond, Va.
Ridgewood Reformed Church, Ridgewood, N. J.
Royster Meml. Presbyterian Church, Norfolk, Va.
St. Alban's Episcopal Church, Washington, D. C.
St. Constantine Greek Orth. Church, Brooklyn, N. Y.
St. James Episcopal Church, Richmond, Va.
St. John's Episcopal Church, Chevy Chase, Md.
St. John's Evangelical Lutheran Church, Union City, N. J.
St. John's Evangelical and Reformed Church, Massillon, Ohio
St. John's Lutheran Church, Jersey City, N. J.
St. John's Lutheran Church, The Bronx, N. Y.
St. John's Lutheran Church, Lynbrook, N. Y.
St. John's Lutheran Church, Richmond Hill, N. Y.
St. John's Lutheran Church, Toledo, Ohio
St. John's Lutheran Church, Easton, Pa.
St. John's Lutheran Church, Nazareth, Pa.
St. John's P. E. Church, Pleasantville, N. Y.
St. John's United Church of Christ, Nazareth, Pa.
St. Luke's Lutheran Church, Baltimore, Md.
St. Luke's P. E. Church, Washington, D. C.
St. Mark's Episcopal Church, New Canaan, Conn.
St. Mark's Episcopal Church, Teaneck, N. J.
St. Mark's Episcopal Church, Canton, Ohio
St. Mark's Lutheran Church, Toledo, Ohio
St. Paul's Church of the Redeemer, Mount Vernon, N. Y.
St. Paul's Congregational Church, Nutley, N. J.
St. Paul's Episcopal Church, Rochester, N. Y.
St. Paul's Lutheran Church, Massillon, Ohio
St. Peter's Episcopal Church, Perth Amboy, N. J.
St. Peter's Evangelical Lutheran Church, Philadelphia, Pa.
St. Peter's Lutheran Church, Brooklyn, N. Y.
St. Stephen's Episcopal Church, Beverly, N. J.
St. Thomas' Episcopal Church, Washington, D. C.
St. Timothy's Episcopal Church, Massillon, Ohio
Second Congregational Church, Greenwich, Conn.
Shelby Presbyterian Church, Shelby, N. C.
Sherwood Presbyterian Church, Washington, D. C.
Sinai Temple, Springfield, Mass.
South Presbyterian Church, Dobbs Ferry, N. Y.
Spring Glen Church, Hamden, Conn.
Sumter Presbyterian Church, Sumter, S. C.
Tabernacle Lutheran Church, Phila., Pa.
Temple Beth El, Asbury Park, N. J.
Temple Beth Sholom, Easton, Pa.
Temple Menorah, Bloomfield, N. J.
Temple Tifereth Israel, Malden, Mass.
Trinity Lutheran Church, New Haven, Conn.
Trinity Lutheran Church, Hudson Heights, N. Y.
Trinity Methodist Church, Massillon, Ohio
Trinity Parish, Melrose, Mass.
Townley Presbyterian Church, Union, N. J.
Trinitarian Congregational Church, Wayland, Mass.
Union Congregational Church, Upper Montclair, N.J.
Union Methodist Church, East Northport, N. Y.
United Church, Rowayton, Conn.
University Methodist Church, Syracuse, N. Y.
Vernon Heights Congregational Church, Mount Vernon, N. Y.
Village Lutheran Church, Bronxville, N. Y.
Washington Street Baptist Church, Lynn, Mass.
Wayne Presbyterian Church, Wayne, Pa.
Webb Horton Meml. Presbyterian Church, Middletown, N. Y.
Wesley Meml. Methodist Church, High Point, N. C.
Wesley Meml. Methodist Church, Columbia, S. C.
West Center Church, Bronxville, N. Y.
Westminster Presbyterian Church, Richmond, Va.
West Parish, Andover, Mass.
West Raleigh Presbyterian Church, Raleigh, N. C.
West Side Hill M. E. Church, Waterbury, Conn.
Wyoming Presbyterian Church, Millburn, N. J.
Zion Lutheran Church, Amsterdam, N. Y.

GENERAL

American Bible Society, New York, N. Y.
American Chemical Society, Washington, D. C.
Animan Rescue League, Boston, Mass.
Baptist Extension Fund, Chicago, Ill.
Baptist Post War Rehabilitation Fund
Baptist World Mission Crusade
Board of Education, American Baptist Convention
Connecticut Junior Republic, Litchfield, Conn.
Council on Missionary Cooperation, American Baptist Convention
East Hanover Presbytery Camp, Richmond, Va.
Episcopal Diocese of New York
Episcopal Diocese of Connecticut, Hartford, Conn.
Girls Scouts, Philadelphia, Pa.
Greater Cleveland Council, Boy Scouts of America, Cleveland, Ohio
Luella Cummings School for Girls, Toledo, Ohio
Lutheran Camp Association, Johnstown, Pa.
Methodist Church Union, Pittsburgh, Pa.
Museum of the City of New York, New York, N. Y.
National Conference of Christians and Jews
National Council of Churches, New York, N. Y.
National Presbyterian Church, Washington, D. C.
New York City Mission Society, New York, N. Y.
Norfolk Presbytery, Norfolk, Va.
Phi Gamma Delta, Washington and Jefferson College, Washington, Pa.
Presbyterian Board of Christian Education, Philadelphia, Pa.
Presbyterian Board of Foreign Missions
Presbyterian Pension Fund, Philadelphia, Pa.
Presbyterian Restoration Fund, New York
Silver Bay Association, Silver Bay, N. Y.
Southern Methodist Board of Missions, Nashville, Tenn.
Southern Presbyterian Program of Progress
Synod of North Carolina Presbyterian Church, U.S.A.
University of Pennsylvania, Christian Association
Y. M. C. A., Elyria, Ohio
Y. M. C. A., Marion, Ohio
Y. M. C. A., Toledo, Ohio
Y. M. C. A., Youngstown, Ohio
Y. M. C. A., Easton, Pa.
YMCA-YWCA, Ann Arbor, Mich.
YMCA-YWCA, Lancaster, Ohio
YWCA, Youngstown, Ohio
Y. W. C. A., Bethlehem, Pa.



University Hospital is rising on the site of the New York University-Bellevue Medical Center as a result of a campaign which has raised nearly $20,000,000, under Marts & Lundy guidance. The campaign for this central unit—of two great N. Y. U.-Bellevue Medical Centers started with a challenge offer of $5,000,000 from the S. H. Kress Foundation.



LAWRENCE B. AVISON

Born Toronto, Canada. Educated at College of Wooster (Ohio). Entered YMCA work following college. Retired from YMCA as member of National Staff of Army and Navy Department. Joined Marts & Lundy staff in 1945. Sigma Chi fraternity. Residence: Richmond, Va.



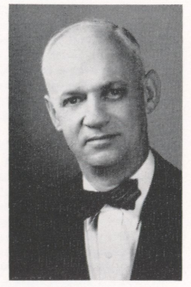
ASHLEY L. BICKMORE

Educated at Colby College (B.A.), Waterville, Me., and Harvard Graduate School of Education (Ed. M.). Served in preparatory education field. Headed Speech Department at Washington University Summer School, St. Louis, Mo. Residence: Pottstown, Pa.



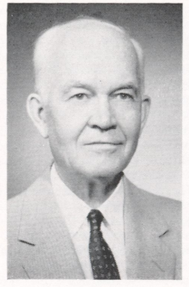
TOZIER BROWN

University of Denver, A.B.; Cornell University, LL.B. Former Assistant Secretary, The Reuben H. Donnelley Corporation, National President, Lambda Chi Alpha Fraternity. 1st Lt., Quartermaster Corps, World War II. Member, American, Federal and Colorado Bar Associations. Home: Santa Fe, New Mexico.



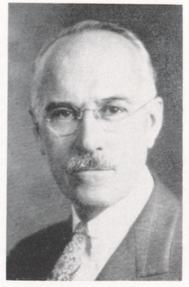
WAYNE BURWELL

Born Milan, Mo. Educated at Kirksville and Maryville State Teachers Colleges. Entered YMCA executive field in 1929, serving in Detroit, Mich. and Youngstown, Ohio. Served as field director of United Negro College Fund before joining Marts & Lundy. Residence: Youngstown, Ohio.



ALBERT E. CHAMBERLAIN

Born Oberlin, Ohio. Graduated from Oberlin College and Union Theological Seminary, New York. Served in Presbyterian pastorates, in YMCA work, as Associate National Director of fund-raising, with American National Red Cross, and with fund-raising firms in New York.



ERNEST B. CHAMBERLAIN

Born Oberlin, Ohio. Educated at Oberlin College (A.B., A.M., B.D.) Taught at Oberlin Academy, Knox College, University of Wisconsin. Entered public relations field in 1923. School consultant, and author of "Our Independent Schools." Associated with Marts & Lundy since 1946.

Members of the Staff of

Marts & Lundy, INC.



JOHN W. GOODNOUGH

Born Indianapolis, Ind. Educated at Sanderson Business College and YMCA "In Service Training" Program. Entered YMCA work in 1916. Joined Marts & Lundy staff in January, 1949. Residence: Canton, Ohio.



CHARLES A. HERSCHLEB

Born Wisconsin Rapids, Wis. Educated at Lawrence College. First entered YMCA work at Racine, Wis. Established YMCA, Tsinan, China. Administrative service for Far East, International Committee YMCA. Joined Marts & Lundy staff 1947. Residence: Thetford Center, Vermont.



PAUL A. HIGHTOWER

Born Glenrose, Tex. Educated at Southwestern University. Began fund-raising experience with Dr. Arnaud C. Marts in 1919. Member Kappa Sigma Fraternity. Residence: Lewisburg, Pa.



HAROLD F. HOWE

Born Haverhill, Mass. Graduated Springfield College. Following college entered YMCA work at Lynn, Mass. Served as general secretary, YMCA at Attleboro and Lowell, Mass. Joined Marts & Lundy staff in 1948. Residence: Georgetown, Mass.



PHILIP C. KING

Born Oberlin, Ohio. Educated at Oberlin College (A.B. and D.D.), Union Theological Seminary (M.A.), Columbia University and Oberlin Graduate School of Theology. Phi Beta Kappa. Associated with Marts & Lundy in 1928 and since 1941. Residence: New York City.



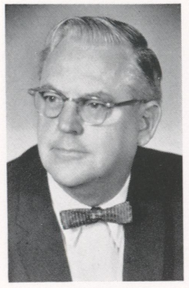
JOSEPH B. LECKIE

Born Elizabeth, Penna., educated at Washington and Jefferson College. Served as Assistant Director of Admissions there, and since 1953 has been Director of Alumni Activities for his Alma Mater. During this time he worked under Marts & Lundy direction. Residence: Washington, Pa.



J. WILEY CHRISTIE

Born Philadelphia, Pa. Educated at Episcopal Academy, University of Pennsylvania and Harvard. Engaged in sales and administration prior to fund-raising. Supply Corps of U. S. Navy during World War II. Associated with another fund-raising firm prior to joining Marts & Lundy. Residence: Berwyn, Pa.



FRANK J. COLEMAN

Born Loudon, N. H. Educated at Gordon College, Andover-Newton Seminary, and Yale Divinity School. Served for 20 years in Baptist ministry. Entered sales management and investment brokerage business before joining Marts & Lundy. Residence: Coventry, R.I.



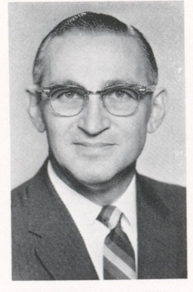
RAYMOND W. COOPER

Born Paterson, N. J. Educated at Bucknell University, Harvard University and Andover-Newton Seminary. One of the four pioneers in visitation evangelism in America, all denominations. Joined Marts & Lundy staff in 1942. Residence: Granger, Iowa.



CHARLES W. CRIST

Born Philadelphia, Pa. Educated at Philadelphia College (B.S.) and Biblical Seminary in New York City. Entered YMCA executive work, serving in the Philadelphia Central YMCA, and then in Scranton, Pittsburgh and Ardmore. Residence: Ardmore, Pa.



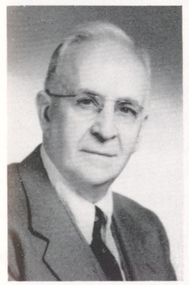
CHARLES S. DICE

Born Milheim, Pa. Educated at Bucknell University and Albright College (B.S.). Served as teacher in several Pennsylvania schools before joining staff of Marts & Lundy. Residence: Williamsport, Pa.



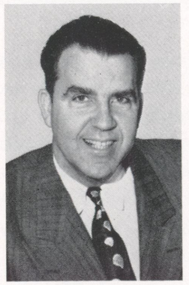
HAROLD C. DUDLEY

Born Marlborough, Mass. Educated at Mt. Hermon School and Worcester Business Institute. Newspaper reporter. Entered YMCA work in 1906. Investment and insurance broker and personnel director before joining staff of Marts & Lundy in 1945. Residence: Longmeadow, Mass.



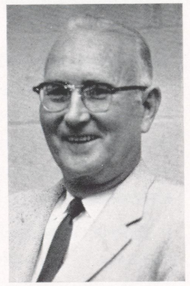
EDWARD F. DUFFY

Born New York City. Educated at Springfield College (B.S.), Georgetown University, National University (LL.B.), and Columbia University (M.A.). Served as YMCA executive in Europe for 15 years and directed International Dept. (at McBurney YMCA), assisting in fund-raising. Residence: Providence, R. I.



R. N. DUTTON

Born Boston, Mass. Ed. Bucknell U., Sch. of Mus., Col.-Roch. Div. Sch., Un. Theol. Sem., U. of Chi. Div. Sch., Wheaton Coll. Delta Upsilon, Phi Beta Kappa, Hon. DD Min. 30 yrs. Chaplain USNR WW II. Com. Chest. Past Mem. Lions, Rotary, MAC, Coll. and Hosp. Boards. Home: Wheaton, Ill.



OTTO W. FERRENE

Born Chattanooga, Tennessee. Educated at Presbyterian College, Clinton, S. C., Furman University, University of Alabama (B.S., M.A.). High School and College teaching and administrative work. Coach, science teaching professor, Dean of Students, Dean of Instruction, and Vice President. Residence: Maxton, N. C.



WILLIAM C. FRENCH

Born Middlebush, N. J. Educated at Vermont Academy and Franklin and Marshall College. Alumni secretary; director of college development at Franklin and Marshall College; former member Board of Trustees, Vermont Academy. Began fund-raising experience in 1947. Residence: Lancaster, Pennsylvania.



CHARLES H. GALE

Born Quincy, Mass. Educated at Colby College and Harvard University. First fund-raising experience while on staff of Huntington Avenue Branch, Boston YMCA in the early 1920's. Varied newspaper and magazine editorial work, and public relations experience. Residence: Deep River, Conn.



CRAWFORD L. GILLIGAN

Born New York City. Educated at Dartmouth College, where he later became a member of the faculty. Active in brokerage business until entering fund-raising in Texas. Was director of development for American Leprosy Missions before joining Marts & Lundy.



ARTHUR LOFGREN

Born Brooklyn, N. Y. Educated at Columbia University. Served YMCA's in Rochester and Troy, N. Y. Seventeen years in business before joining Marts & Lundy. Served as a member of the General Board, National Council of Churches. Residence: Wellesley, Massachusetts.



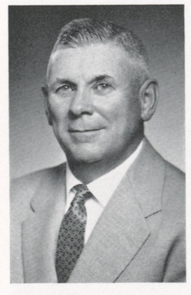
GEORGE E. T. LUM

Educated at American Institute of Banking and New York University. Early business 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.



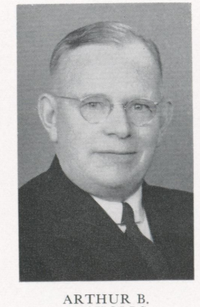
J. FLOYD McTYIER

Born Plains, Sumter County, Ga. Educated at YMCA College, Chicago, and New York University (B.S.). Entered YMCA service in 1903. Served as business manager, United Seaman's Service before joining staff of Marts & Lundy, January, 1948. Residence: Silver Bay, N. Y.



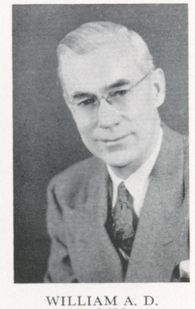
ALFRED L. MURRAY

Born in Bradalbane, Prince Edward Island. Educated at Boston University; Eastern Baptist Seminary, Colgate Rochester Divinity School, and Temple University. Served as pastor of several Baptist churches; chaplain in the U.S. Navy 1932–43, and was recalled for service in 1950. Residence: Jacksonville, Me.



ARTHUR B. NICHOLLS

Born New Haven, Conn. Graduate of Wesleyan University. YMCA work in local, national and international relationships, including Troy, Boston, Pittsfield and New York City. Joined Marts & Lundy staff, 1946. Residence: Portland, Conn.



WILLIAM A. D. PARKS

Born Marceline, Mo. Educated at Park College (B.A.), Drake University, Miami University (M.A.). YMCA secretary for thirty-four years in Des Moines, Iowa; Dayton, Ohio; and as the general secretary in Wichita, Kan. Residence: Bowling Green, Ohio.

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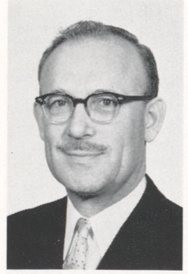


WILLIAM LAWTON PRINCE II

Born Boston, Massachusetts. Educated Boston public schools; A.B. University of New Hampshire. Director of Field Service Department of American Red Cross, E. T. O., World War II. Married. Episcopalian. Permanent home: New Hampshire.



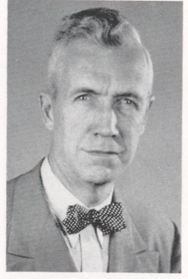
SAMUEL H. RICKARD

Born Philadelphia, Pa. Educated at Bucknell University, University of Pennsylvania, and Berkeley Baptist Divinity School, Berkeley, Calif. Eighteen years in Burma as President of Judson College. U.S. Cultural Affairs Officer in Turkey. Rejoined Marts & Lundy in 1958.



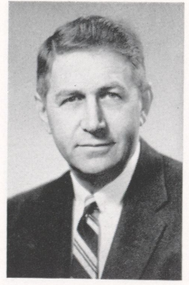
FRANK H. ROBESON

Born Minot, N. Dak. Educated at University of Missouri School of Journalism (B.J.). Varied newspaper editorial work. Publicity director, Wake Forest College, Sioux Falls College, Council on Missionary Cooperation, American Baptist Convention. Residence: White Plains, N. Y.



RAYMOND F. ROPE

Born Brooklyn, N. Y. Educated at Cornell University, graduate work at University of Pittsburgh. Served YMCAs in Buffalo and Chautauqua County, N. Y., Pittsburgh, Pa., and as a member of the YMCA International Committee in Hong Kong, and later in the Central Atlantic Area. Residence: Mount Lebanon, Pa.



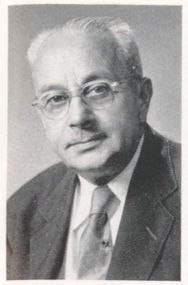
WALLACE RUCKERT

Born New York City. Educated at Princeton University (B.A.) and New York University (M.A.). 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: Westfield, N. J.



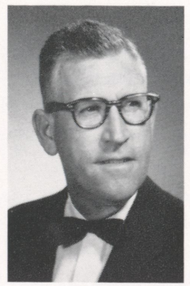
BAYARD T. SKILLING

Born Philadelphia, Pa. Education, public schools of Delaware County, Pa. 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, New Jersey.



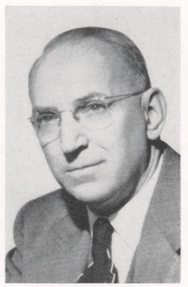
FREDERICK W. SMITH

Born in England. Educated at Phillips Andover Academy, Dartmouth College, Boston University School of Theology and Yale University. Lecturer at Yale. Appointed 1956 by President Eisenhower to U. S. Assay Commission. Residence: Towson, Md.



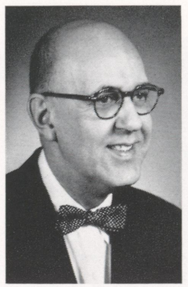
JOHN C. STAHLE

Born Gettysburg, Pa. Educated at Gettysburg College and Graduate of United States Military Academy. Taught and coached at United States Military Academy and Valley Forge Military Academy. Trustee Gettysburg Presbyterian Church. Phi Delta Theta Fraternity. Residence: Gettysburg, Pa.



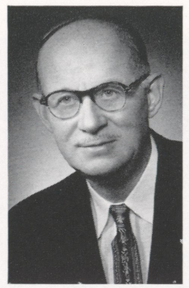
ARTHUR L. TAYLOR

Born Holyoke, Mass. Educated at Springfield College (B.S.). Returned to YMCA work after graduating in 1914. Executive secretary of one of the Rochester branches. Associated with Marts & Lundy since 1949. Residence: Rochester, N. Y.



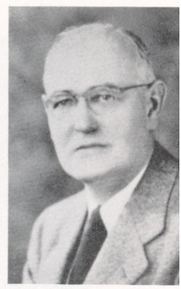
PAUL TRICH

Born in New Jersey. Educated at Seton Hall Extension with graduate work at University of Newark. Served Government and Industry here and abroad in education and research for commerce. Then pioneered in research for American Industry, with Dun & Bradstreet, Inc. Residence: Mays Landing, N. J.



CARL H. WALKER

Born Apollo, Pa. Educated at Slippery Rock Teachers' College and Franklin College. Served overseas in Air Force during World War I. Associated with Prudential Life Insurance Company of America for 33 years before joining Marts & Lundy staff. Residence: Canton, Ohio.



DOUGAL E. YOUNG

Born Hagerman, Ontario, Canada. Early career as financial reporter. Entered YMCA work in 1913, serving in Rochester, Geneva and Yonkers, N. Y. and Butler, Pa., and as associate secretary of YMCA Pennsylvania State Committee. Residence: Gettysburg, Pa.

by the supervision and direction of public relations and publicity programs, and by the direction of financial campaigns, this firm serves schools, colleges, universities, seminaries, national church bodies, and their boards, individual churches, hospitals, service organizations, and other recognized philanthropies.

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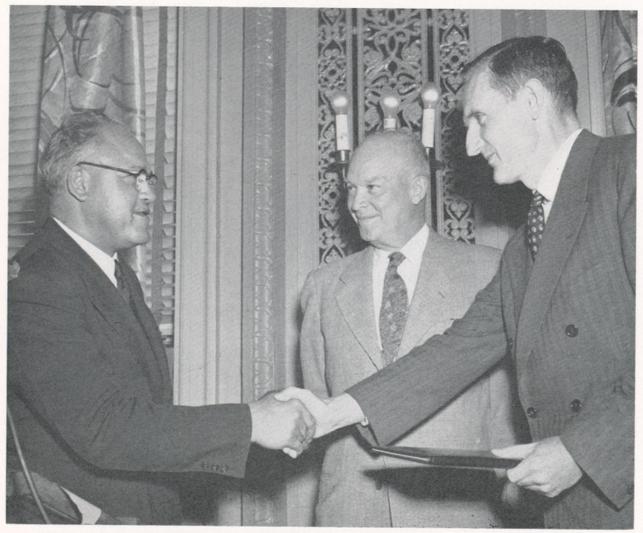

President Dwight D. Eisenhower looks on as John D. Rockefeller, III (right) accepts a citation honoring the General Education Board from Dr. F. D. Patterson, president and founder of the United Negro College Fund at the Fund's tenth anniversary luncheon held at the National Press Club in Washington, D. C. Presented to the General Education Board by the presidents of the Fund's 31 colleges and universities, the citation pays tribute to the Board's continued support of Negro education during the past 50 years.

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It seems to us that when a firm with that kind of plans and policies can succeed, through good times and bad, in raising more than a billion dollars in three decades it should enjoy some kind of distinction besides that of being merely successful . . . especially so when we learn that this enormous sum of money was purely in *voluntary* gifts.

Now, with that said, you both should know each other pretty well! And that's a very good way for working partners to start a job.

Marts and Lundy won't set your place afire with fantastic promises to double the money in your treasury overnight. Nor will you hear them hint at some "magic formula" for making two friends grow where only one grew before. Nor will they dazzle you with a beautiful and sparkling campaign whipped up on the spur of the moment.

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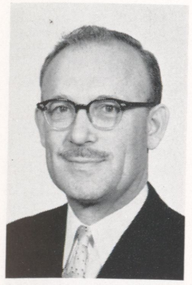
You're far too smart to believe, and they are too



WILLIAM LAWTON PRINCE II

Born Boston, Massachusetts. Educated Boston public schools; A.B. University of New Hampshire. Director of Field Service Department of American Red Cross, E. T. O., World War II. Married. Episcopalian. Permanent home: New Hampshire.



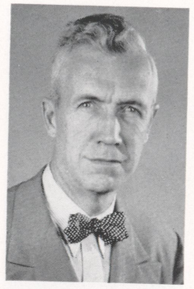
SAMUEL H. RICKARD

Born Philadelphia, Pa. Educated at Bucknell University, University of Pennsylvania, and Berkeley Baptist Divinity School, Berkeley, Calif. Eighteen years in Burma as President of Judson College. U.S. Cultural Affairs Officer in Turkey. Rejoined Marts & Lundy in 1958.



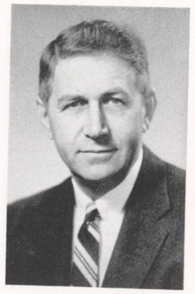
FRANK H. ROBESON

Born Minot, N. Dak. Educated at University of Missouri School of Journalism (B.J.). Varied newspaper editorial work. Publicity director, Wake Forest College, Sioux Falls College, Council on Missionary Cooperation, American Baptist Convention. Residence: White Plains, N. Y.



RAYMOND F. ROPE

Born Brooklyn, N. Y. Educated at Cornell University, graduate work at University of Pittsburgh. Served YMCAs in Buffalo and Chautauqua County, N. Y., Pittsburgh, Pa., and as a member of the YMCA International Committee in Hong Kong, and later in the Central Atlantic Area. Residence: Mount Lebanon, Pa.



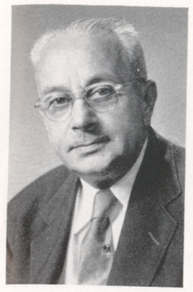
WALLACE RUCKERT

Born New York City. Educated at Princeton University (B.A.) and New York University (M.A.). 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: Westfield, N. J.



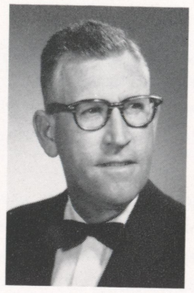
BAYARD T. SKILLING

Born Philadelphia, Pa. Education, public schools of Delaware County, Pa. 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, New Jersey.



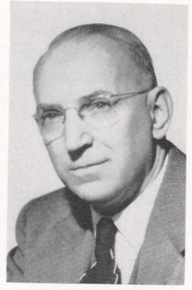
FREDERICK W. SMITH

Born in England. Educated at Phillips Andover Academy, Dartmouth College, Boston University School of Theology and Yale University. Lecturer at Yale. Appointed 1956 by President Eisenhower to U. S. Assay Commission. Residence: Towson, Md.



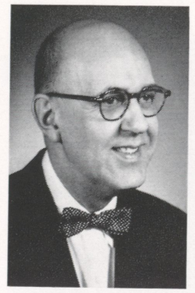
JOHN C. STAHLE

Born Gettysburg, Pa. Educated at Gettysburg College and Graduate of United States Military Academy. Taught and coached at United States Military Academy and Valley Forge Military Academy. Trustee Gettysburg Presbyterian Church. Phi Delta Theta Fraternity. Residence: Gettysburg, Pa.



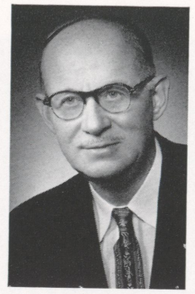
ARTHUR L. TAYLOR

Born Holyoke, Mass. Educated at Springfield College (B.S.). Returned to YMCA work after graduating in 1914. Executive secretary of one of the Rochester branches. Associated with Marts & Lundy since 1949. Residence: Rochester, N. Y.



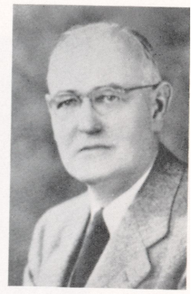
PAUL TRICH

Born in New Jersey. Educated at Seton Hall Extension with graduate work at University of Newark. Served Government and Industry here and abroad in education and research for commerce. Then pioneered in research for American Industry, with Dun & Bradstreet, Inc. Residence: Mays Landing, N. J.



CARL H. WALKER

Born Apollo, Pa. Educated at Slippery Rock Teachers' College and Franklin College. Served overseas in Air Force during World War I. Associated with Prudential Life Insurance Company of America for 33 years before joining Marts & Lundy staff. Residence: Canton, Ohio.



DOUGAL E. YOUNG

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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 shall 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.

Achievement

IN A SERVICE TO PHILANTHROPY FOR MORE THAN THIRTY YEARS

IN WHICH 1,200 CAMPAIGNS PRODUCED $950,000,000

The Story of Marts & Lundy

< PRINTED PUNCH >

A Journal of Institutional Romance

This is No. 15 in a series of inspiring stories of highly successful business firms in the state of New York. These stories are prepared by C. W. Thomas, Editor of Printed Punch, and printed by the W. F. Humphrey Press, Geneva, N. Y., in the interests of business harmony and public good will, and in a sincere effort to promote a better understanding of the services rendered the public by business and industry of the Empire State.

The Health of a Democratic Society may be Measured by the Quality of Functions Performed by Private Citizens

These Americans are the most peculiar people in the world. You'll not believe it when I tell you how they behave. In a local community in their country a citizen may conceive of some need which is not being met. What does he do? He goes across the street and discusses it with his neighbor. Then what happens? A committee comes into existence and then the committee begins functioning on behalf of that need, and you won't believe this but it's true. All of this is done without reference to any bureaucrat. All of this is done by the private citizens on their own initiative.

Americans of all ages, all conditions, and all dispositions consistently form associations . . . to give entertainments, to found seminaries, to build inns, to construct churches, to diffuse books, to send missionaries to the antipodes . . .

The health of a democratic society may be measured by the quality of functions performed by private citizens.

ALEXIS DE TOCQUEVILLE,
on the occasion of his visit to America in 1830

Achievement

NO MATTER HOW GREAT is the mark of achievement—its value is measured by the number of people who know about it. Achievement . . . so we read in the dictionary, is "some plan or action carried out with courage, imagination and unusual ability."

Achievement for Marts & Lundy comes from a bold imagination, courage, and a feeling for people. Now, we understand that in the field of public relations and fund-raising there are four distinct types of individuals concerned with the work:

First —We have the "scientific approach."
Second—We have the "clever approach."
Third —We have the rhetorician—the "man of letters approach," if you please.
Fourth—We have the man with *a bona-fide creative approach* and *imagination*.

The "scientific approach" man lays hold of his job pretty much as an engineer builds a bridge. He has a slide rule mind. He would rather read a treatise on calculus than a sonnet by Shakespeare.

He rarely smiles, he never laughs, he can't tell a funny story, and can't quite understand one when it is told to him. He has a proper love and respect for his wife, but the things she does and why she does them baffle him utterly, now and forever more.

He is a devotee of the Crossley and the Gallup schools, and is an ardent student of the revelations of the Brookings Institution, and the United States Departments of Commerce, Interior, and Labor.

He is orderly, precise, logical in his thinking, is intellectually honest, is "sound as a dollar," and works like a mule.

He loves to sit at his desk and draw little graphs and charts. And when he prepares a plan he will employ them to illustrate his point.

He has plenty on the ball, this fellow, and his services can be useful to business and industry. But he is a third-rate plan man sitting at the wrong desk. He has no feeling for people, no imagination.

Now the "clever approach" gentleman has little in common with the "scientific" operator. He is not given to profundity. Statistics make him weary. Graphs and charts are as dull and meaningless to him as an engineer's blueprint.

He considers "cleverness" the essence of good public relations and fund-raising. "Cute" tricks and "catchy" slogans are his dish. He will spend hours fooling around with a slick play on words,

(Continued on Page 6)



Financing Philanthropy

PUBLISHED BY MARTS & LUNDY, INC., PUBLIC RELATIONS AND FUND RAISING COUNSEL FOR PHILANTHROPIC INSTITUTIONS
521 FIFTH AVENUE, NEW YORK CITY, TELEPHONE, VANDERBILT 6-1342

VOL. XXX MARCH, 1956 NO. 4

Green Vale School Sets Campaign Record

$904,845 Reported At Close of Program

In what is believed to be one of the most successful fund-raising campaigns in the private elementary school field, friends and parents of the Green Vale School recently rang up a total of $904,-845 in a program which came to a close last month.

The country day school, which is located at Glen Head, Long Island, N. Y., reported that the figure exceeded the $750,000 minimum goal which had been set for the effort by more than $150,000, or 21 per cent.

The highly successful program was spearheaded by a pre-campaign solicitation of the board of trustees, whose 20 members contributed an aggregate of $134,000, and by two gifts of $100,000 each from parents.

With the announcement of these gifts at a special dinner which began the campaign, William Everdell III, fund chairman, assured friends of the school that "we are indeed off to a flying start."

Analysis of the final returns suggest that other records also may have been broken. The special gifts committee obtained gifts totalling $840,000 from 212 individuals, averaging $3,965 per gift. The average gift for the campaign as a whole was $2,100, also believed to be a record high.

Commenting the success of the effort, the school's board chairman, Edward H. Gerry, gave special praise to Marts & Lundy director, Albert E. Germer, saying, "I want you to know that my sentiments toward your connection with us are of the highest regard."

The purpose of the campaign was to provide funds for increasing faculty salaries and to add to existing classroom space by the construction of a new building.

Associated with Mr. Everdell and Mr. Gerry in the campaign were Mrs. Alfred C. Harrison, special gifts co-chairman, and Royal Victor, Jr., and Mrs. Julian D. Fairchild, co-chairmen for the general campaign organization.

Headmaster of the school, which has a 198 enrollment, is R. A. Hexton, Jr.

A total of $904,845 — one of the largest amounts ever to be raised in a capital fund campaign for a private elementary school — was subscribed recently by friends and parents of the Green Vale School at Glen Head, N. Y. Pictured above is the administration building of the Long Island School.

AAFRC Publishes Handbook Setting Forth Facts On Philanthropic Support of Education

For the first time in history, facts and figures relating to the total impact of philanthropy on the American scene have been compiled and printed between the covers of one publication of handsome size.

The publication, a handbook entitled Giving — USA is the work of the staff of the American Association of Fund Raising Counsel, of which Marts & Lundy is a charter member.

Because it is the first attempt to compile and correlate the most basic data available concerning the entire field of present-day giving, the handbook is receiving widespread acclaim from editors, authors, philanthropists, charitable institutions, and others who are in need of such information.

The handbook is divided into three major sections which present clear and concise information concerning where today's philanthropic dollar originates, where it is spent, and what areas of opportunity for giving are available.

Some of the most interesting facts and figures to be found in the booklet:

Total philanthropy in the United States in 1954 was estimated at $5,400,000,000 and the 1955 total will probably increase this figure to well over six billion.

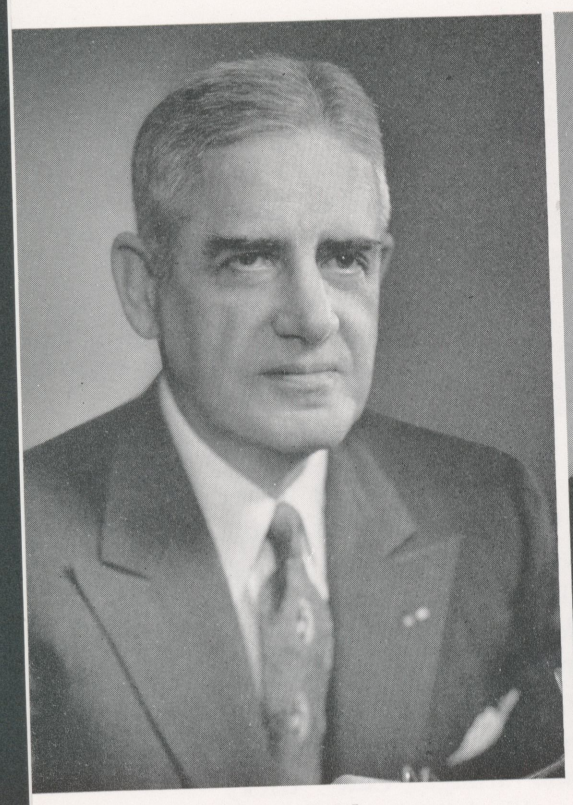
Half a million gift-supported institutions and organizations are currently serving the American people.

In 1955, 12,865,776 taxpayers reported contributions in excess of three billion dollars, corporations reported nearly 400 million in gifts, and foundations gave 500 million.

In addition, a total of one and a half billion was estimated to have been given by the more than 45 million individuals who made no report of contributions but took the standard deduction allowed by the governments.

Of this amount, an estimated 50 per cent was given to religious organizations, 11 per cent to education, 23 per cent to welfare agencies, and the remainder to hospitals, foreign relief, and other similar activities.

Also enjoying more than three decades of continuous publication with MARTS AND LUNDY *is their widely read bulletin* FINANCING PHILANTHROPY.



Arnaud C. Marts



George E. Lundy



Louis W. Robey



Thomas F. Morgan, Jr.

The Officers

ARNAUD C. MARTS, *Chairman of the Board of Directors and co-founder of Marts & Lundy, Inc., is a Phi Beta Kappa graduate of Oberlin College and the holder of several honorary degrees.*

Immediately after graduation from Oberlin, he became Boys' Secretary at the YMCA in Pittsburgh and then became associated with the Standard Life Insurance Company where he rose to the position of Vice-President.

During World War I, he entered the fund-raising field on a national scale, serving as associate director of the eighteen million dollar campaign for the War Camp Community Service and as a member of the national committee in charge of the United War Work Campaign.

Following World War I, he continued in the fund-raising profession and in 1926 he and Mr. Lundy organized Marts & Lundy, Inc.

In 1935, while serving as a member of the Board of Trustees, he was elected President of Bucknell University. His executive talents were further called upon in 1941 when he was asked to serve as Executive Director of the Pennsylvania State Council of Defense and as a member of the Governor's Cabinet. Two years later he was called to Washington to organize the Volunteer Port Security Force of the U. S. Coast Guard, serving with the rank of Captain, and while there was named Chief of the Temporary Reserve Division.

He is currently serving as a member of the boards of trustees at Oberlin College, Woods Hole Oceanographic Institution, Wilkes College, Bradford Junior College, American Leprosy Missions, Inc., and the American Association of Fund-Raising Counsel.

Dr. Marts' book, Philanthropy's Role in Civilization, *is considered to be the most comprehensive and definitive treatise on the vast subject of American philanthropy.*

He is a member of the Sons of the American Revolution, Council on Foreign Relations, Sons of Union Veterans of the Civil War, The American Legion, AMVETS, and the Coast Guard League. He belongs to the Broadway Congregational Church of New York and the University Club of New York, and the Army and Navy Club of Washington. He lives at Whitehouse, N. J.

****

GEORGE E. LUNDY, *Vice-Chairman of the Board of Directors of Marts & Lundy, Inc., is an Iowan by birth. Educated at Iowa State College, he has been actively engaged in fund-raising pursuits for forty years.*

His early career in the YMCA in Iowa, Tennessee and Ohio called for fund-raising talents as well as other responsibilities and Mr. Lundy's success as a fund-raiser soon became well known.

During World War I, his fund-raising ability was recognized by the various national funds that were being raised for war purposes and he was appointed director for eastern Ohio of all the war work funds of that period. His success in this field brought him into national prominence, and he was sought in the post-war years by many organizations desiring the services of a skilled campaign director. He has since given his entire time to public relations and fund-raising for religious, educational and philanthropic organizations.

His recent address, on the subject Raising Money for Church Purposes *to the twenty-eighth annual Ohio Pastors Convention contained such good advice to churches that over 50,000 reprints of his address have been requested by pastors for distribution to their church officials. He has also authored several articles for religious magazines. He resides in Canton, Ohio.*

LOUIS W. ROBEY, *Vice-Chairman of*
Lundy, Inc., has been a member of this f
twenty-five years and has a wide and var
relations and fund-raising. He is the aut
the subject.

Dr. Robey graduated summa cum la
University and with honors from the Un
He first practiced law in the office of the
delphia. In addition to his successful
Bucknell University, the University of

For many years he has served as Co
Raising for the American Baptist Boar
Beta Kappa, Order of the Coif, Phi De
author of Outlines of Real Estate La
Raising Essentials, Fund-Raising as
in Fund-Raising. *A member of the Un*
his home at Bryn Mawr, Pa.

****

THOMAS F. MORGAN, JR., *Presi*
of the first entrants directly into the
vocation, has been associated with Ma
in 1926. During the ensuing years, he
organization and has come to be regard
and successful fund-raising consultant
ranged in scope from a twenty million
select campaign for a local philanthropy
Military Academy (West Point) and

In addition to his professional dutie
Wilkes College. He also serves as nati



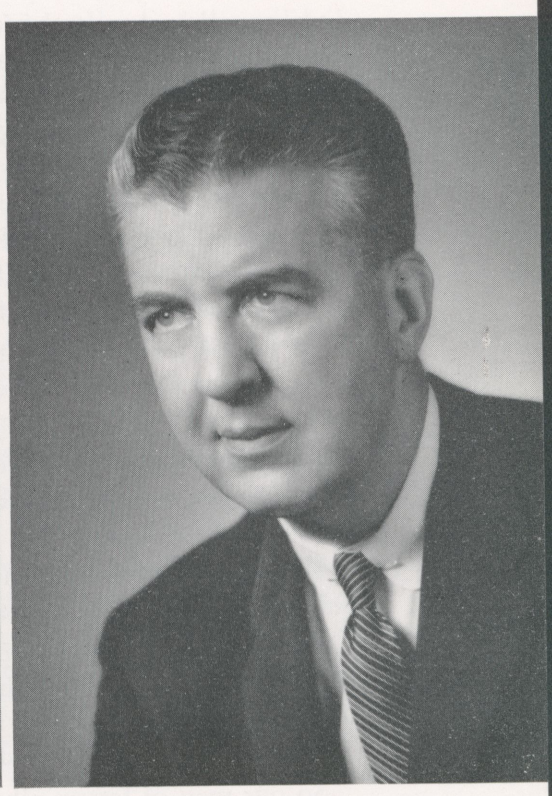
Louis W. Robey



Thomas F. Morgan, Jr.



Austin V. McClain



Paul H. Younger

Leprosy Missions, Inc., and the American Associa-
sel.
nthropy's Role in Civilization, *is considered to be*
d definitive treatise on the vast subject of American

Sons of the American Revolution, Council on Foreign
Veterans of the Civil War, The American Legion,
t Guard League. He belongs to the Broadway Con-
York and the University Club of New York, and the
Vashington. He lives at Whitehouse, N. J.

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Vice-Chairman of the Board of Directors of Marts
van by birth. Educated at Iowa State College, he has
und-raising pursuits for forty years.
YMCA in Iowa, Tennessee and Ohio called for fund-
s other responsibilities and Mr. Lundy's success as
well known.
his fund-raising ability was recognized by the various
being raised for war purposes and he was appointed
f all the war work funds of that period. His success
into national prominence, and he was sought in the
ganizations desiring the services of a skilled campaign
en his entire time to public relations and fund-raising
and philanthropic organizations.
be subject Raising Money for Church Purposes *to the*
io Pastors Convention contained such good advice to
reprints of his address have been requested by pastors
urch officials. He has also authored several articles for
resides in Canton, Ohio.

LOUIS W. ROBEY, *Vice-Chairman of the Board of Directors of Marts & Lundy, Inc., has been a member of this fund-raising organization for more than twenty-five years and has a wide and varied background in all phases of public relations and fund-raising. He is the author of many articles and handbooks on the subject.*

Dr. Robey graduated summa cum laude, Phi Beta Kappa, from Bucknell University and with honors from the University of Pennsylvania Law School. He first practiced law in the office of the Hon. George Wharton Pepper in Philadelphia. In addition to his successful career as a lawyer, he has taught at Bucknell University, the University of Pennsylvania and Temple University.

For many years he has served as Counsel on Public Relations and Fund-Raising for the American Baptist Board of Education. He is a member of Phi Beta Kappa, Order of the Coif, Phi Delta Phi and Delta Upsilon, and is the author of Outlines of Real Estate Law and Finance, Check List of Fund-Raising Essentials, Fund-Raising as a Profession, *and* The Little More in Fund-Raising. *A member of the University Club of Philadelphia, he makes his home at Bryn Mawr, Pa.*

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THOMAS F. MORGAN, JR., *President of Marts & Lundy, Inc., and one of the first entrants directly into the field of professional fund-raising as a vocation, has been associated with Marts & Lundy, Inc. since its formation in 1926. During the ensuing years, he has developed many new techniques of organization and has come to be regarded as one of the country's most versatile and successful fund-raising consultants, directing financial campaigns which ranged in scope from a twenty million dollar national campaign to a small and select campaign for a local philanthropy. Mr. Morgan was educated at the U. S. Military Academy (West Point) and Bucknell University.*

In addition to his professional duties, he is currently serving as a trustee of Wilkes College. He also serves as national treasurer of the Lambda Chi Alpha Fraternity and as a director of that group's John E. Mason Foundation, an agency created for aiding young men who are planning careers in government service. He lives in Lewisburg, Pa.

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AUSTIN V. McCLAIN, *Vice-President and Secretary 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 Mercersburg Academy and Washington and Jefferson College. Early in his career as alumni secretary and development director, Mr. McClain organized the first alumni fund program at his own 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 five colleges and universities in the East.

Mr. McClain is a member of the F. & A. M., Pennsylvania Scotch-Irish Society; Sons of the American Revolution; and the Lambda Chi Alpha and Pi Delta Epsilon fraternities. Mr. McClain, who makes his home in Easton, Pa., is a member of the College Hill Presbyterian Church there where he has served as an elder.

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PAUL H. YOUNGER, *Vice-President and Treasurer of Marts & Lundy, Inc., has accumulated a wide variety of experience in campaign direction and planning. He is especially well-known for his work in the area of corporation and foundation philanthropy and has given direction to such national campaigns as the multi-million dollar capital fund program for the United Negro Colleges.*

He is a graduate of Allegheny College and before joining the firm of Marts & Lundy was associated with that institution as assistant to the president and director of admissions.

He is a member of the Phi Gamma Delta and Alpha Chi Sigma fraternities. He resides in Barrington, Ill.

Some Clients Served by Marts & Lundy, INC. 1926-1956

Albright College, Reading, Pa.
Aldersgate Methodist Church, Toledo, Ohio
Alderson-Broaddus College, Philippi, W. Va.
Alfred University, Alfred, N. Y.
Allegheny College, Meadville, Pa.
All Saints Episcopal Church, Richmond, Va.
American Bible Society, New York, N. Y.
Anderson College, Anderson, Ind.
Andover-Newton Theological School, Newton Centre, Mass.
Andrews College, Cuthbert, Ga.
Animal Rescue League, Boston, Mass.
Archbold Memorial Hospital, Thomasville, Ga.
Asbury Methodist Church, Harrisonburg, Va.
Ashland Avenue Baptist Church, Toledo, Ohio
Ashland College, Ashland, Ohio
Atlanta University, Atlanta, Ga.
Auburn Lutheran Church, Springfield, Ohio
Auburn Theological Seminary, Auburn, N. Y.

Mary Baldwin College, Staunton, Va.
Bangor Theological Seminary, Bangor, Me.
Baptist Extension Fund, Chicago, Ill.
Baptist Missionary Training School, Chicago, Ill.
Baptist Post War Rehabilitation Fund
Baptist Temple, Philadelphia, Pa.
Baptist World Mission Crusade
Bay Ridge Methodist Church, Brooklyn, N. Y.
Bayside Community Church, Bayside, N. Y.
Beaver College, Jenkintown, Pa.
Beaver Country Day School, Chestnut Hill, Mass.
Belhaven College, Jackson, Miss.
Belmont Abbey College, Belmont, N. C.
Bennett College, Greensboro, N. C.
Berkeley Baptist Divinity School, Berkeley, Calif.
Bethany Deaconess Hospital, Brooklyn, N. Y.
Bethany English Luth. Church, Cleveland, Ohio
Bethel Baptist Church, Pittsburgh, Pa.
Bethel English Evan. Luth. Church, Toledo, Ohio
Bethel Lutheran Church, Youngstown, Ohio
Bethel Methodist Church, Spartanburg, S. C.
Bethel Presbyterian Church, Pittsburgh, Pa.
Bethune-Cookman College, Daytona Beach, Fla.
Beulah Presbyterian Church, Pittsburgh, Pa.
Blue Point Baptist Church, Blue Point, L. I., N. Y.
Board of Education, Amer. Baptist Convention.
Board for Fundamental Education, Indianapolis, Ind.
Boardman Methodist Church, Youngstown, Ohio
Boston Medical Library, Boston, Mass.
Boston University, Boston, Mass.
Bound Brook Presbyterian Church, Bound Brook, N. J.
Bradford Junior College, Bradford, Mass.
Brentwood Presbyterian Church, Pittsburgh, Pa.
Briarcliff Congregational Church, Briarcliff Manor, N. Y.
Broad Street Methodist Church, Columbus, Ohio
Broadview Community Church, West Hartford, Conn.
Broadway Presbyterian Church, Dallas, Tex.
Broadway Presbyterian Church, Fort Worth, Tex.
Brooklyn Church and Mission Federation
Brooklyn Lutheran Hospital, Brooklyn, N. Y.
Brown Memorial Hospital, Conneaut, Ohio
Browning School, New York, N. Y.
Buckley Country Day School, North Hills, N. Y.
Bucknell University, Lewisburg, Pa.
Buntyn Presbyterian Church, Memphis, Tenn.
Bushnell Congregational Church, Detroit, Mich.

Calvary Baptist Church, Washington, D. C.
Calvary Methodist Church, Flint, Mich.
Camp Hill Presbyterian Church, Camp Hill, Pa.
Campbell College, Buies Creek, N. C.
Case Institute of Technology, Cleveland, Ohio
Cathedral Church of Nativity, Bethlehem, Pa.
Cedar Crest College, Allentown, Pa.
Centenary College, Shreveport, La.
Centenary Junior College, Hackettstown, N. J.
Centenary Methodist Church, Metuchen, N. J.
Central Baptist Church, Westerly, R. I.
Central Brick Church, East Orange, N. J.
Central Methodist Church, Florence, S. C.
Central Methodist Church, Knoxville, Tenn.
Central Methodist Church, Mansfield, Ohio
Central Presbyterian Church, Massillon, Ohio
Chautauqua Institution, Chautauqua, N. Y.
Children's Aid Society, Brooklyn, N. Y.
Christ Church, Charlotte, N. C.
Christ Church, East Orange, N. J.
Christ Church, Greenwich, Conn.
Christ Church Cathedral, Hartford, Conn.
Christ Episcopal Church, Babylon, N. Y.
Christ Episcopal Church, Belleville, N. J.
Christ Episcopal Church, Greenville, S. C.
Christ Episcopal Church, Kensington, Md.
Christ Evan. Lutheran Church, Jersey City, N. J.
Chirst Evan. & Reformed Church, Orrville, Ohio
Christ Lutheran Church, Columbus, Ohio
Christ Methodist Church, Cleveland, Ohio
Christ P. E. Church, Oyster Bay, N. Y.
Christ's First Presby. Church, Hempstead, N. Y.
Church In The Garden, Garden City, N. Y.
Church of Atonement, Syracuse, N. Y.
Church of The Atonement, Tenafly, N. J.
Church of Christ, New Philadelphia, Ohio
Church of the Good Shepherd, Bellaire, N. Y.
Church of the Good Shepherd, Brooklyn, N. Y.
Church of the Good Shepherd, Weehawken, N. J.
Church of the Holy Comforter, Richmond, Va.
Church of the Messiah, Flushing, N. Y.
Church on the Hill, Flushing, N. Y.
City Church of the Brethren, Goshen, Ind.
City Missionary Society, Boston, Mass.
Claremont Church, Claremont, Calif.
Clark College, Atlanta, Ga.
Cleveland (Ohio) Museum of Natural History
Clinton Heights Luth. Church, Columbus, Ohio
Coburn Classical Institute, Waterville, Me.
Coe College, Cedar Rapids, Iowa
Colby College, Waterville, Me.
Colby Junior College, New London, N. H.
Colgate-Rochester Divinity School, Rochester N. Y.
College Hill Moravian Church, Bethlehem, Pa.
College Hill Presbyterian Church, Easton, Pa.

College of The Bible, Lexington, Ky.
College of the Ozarks, Clarksville, Ark.
College of Wooster, Ohio
College Park Methodist Church, Orlando, Fla.
College Place Meth. Church, Greensboro, N. C.
Collegiate School, New York, N. Y.
Colorado Woman's College, Denver, Colo.
Columbia Theological Seminary, Decatur, Ga.
Community Christian Church, North Canton, O.
Community Church, Columbus, Ohio
Community Church, Douglastown, N. Y.
Community Church, East Williston, N. Y.
Community Church, Ho-Ho-Kus, N. J.
Community Church, Little Neck, N. Y.
Community Church, Park Ridge, Ill.
Community Church, Syosset, N. Y.
Community Hospital Foundation, Almont, Mich.
Community Meth. Church, Jackson Heights, N. Y.
Community Meth. Church, Whitefish Bay, Wis.
Concord Baptist Church, Brooklyn, N. Y.
Congregation B'Nai Israel, Red Bank, N. J.
Congregational Church, Manhasset, N. Y.
Connecticut Junior Republic, Litchfield, Conn.
Converse College, Spartanburg, S. C.
Cooper Union For The Advancement of Science & Art, New York, N. Y.
Cornell University, Ithaca, N. Y.
Council on Foreign Relations, New York, N. Y.
Council on Missionary Cooperation, American Baptist Convention
Crozer Theological Seminary, Chester, Pa.

Dartmouth College, Hanover, N. H.
Davidson College, Davidson, N. C.
Deaconess Hospital, Buffalo, N. Y.
Defiance College, Defiance, Ohio
Denison University, Granville, Ohio
De Pauw University, Greencastle, Ind.
Dickinson College, Carlisle, Pa.
Dillard University, New Orleans, La.
Dobbs Ferry Hospital, Dobbs Ferry, N. Y.
Drayton Ave. Presby. Church, Ferndale, Mich.
Drexel Institute of Technology, Philadelphia, Pa.
Dundee Presbyterian Church, Omaha, Nebr.
Dwight School, Englewood, N. J.

Earlham College, Richmond, Ind.
East Church, Springfield, Mass.
East Hanover Presbytery Camp, Richmond, Va.
Eastern Baptist Theological Seminary & College, Philadelphia, Pa.
Eastern Pilgrim College, Allentown, Pa.
Elizabethtown College, Elizabethtown, Pa.
Emanuel Lutheran Church, Marion, Ohio
Emmanuel Baptist Church, Ridgewood, N. J.
Emmanuel Luth. Church, New Philadelphia, O.
Emmanuel Lutheran Church, Ypsilanti, Mich.
Emory University, Atlanta, Ga.
Enslow Park Presby. Church, Huntington, W. Va.
Epiphany Lutheran Church, Toledo, Ohio
Episcopal Diocese of Albany, Albany, N. Y.
Episcopal Diocese of Connecticut, Hartford, Conn.
Episcopal Diocese of Western New York
Episcopal Foundation, Birmingham, Ala.
Epworth Methodist Church, Lima, Ohio
Epworth Methodist Church, Marion, Ohio
Epworth Methodist Church, Norfolk, Va.
Epworth Methodist Church, Worcester, Mass.
Evangelical Lutheran Church of the Prince of Peace, Cambria Heights, N. Y.
Evangelical Lutheran Church of The Redeemer, Binghamton, N. Y.
Evangelical Lutheran Church of The Reformation, Milwaukee, Wis.
Exeter Hospital, Exeter, N. H.

Fairleigh Dickinson College, Rutherford, N. J.
Fanwood Presbyterian Church, Fanwood, N. J.
Federated Church of Hyannis, Mass.
Fifth Avenue Presby. Church, New York, N. Y.
First Baptist Church, Bethesda, Md.
First Baptist Church, Beverly, Mass.
First Baptist Church, Bluffton, Ind.
First Baptist Church, Des Moines, Iowa
First Baptist Church, Haddonfield, N. J.
First Baptist Church, Hudson Falls, N. Y.
First Baptist Church, Lafayette, Ind.
First Baptist Church, Morgantown, W. Va.
First Baptist Church, North Adams, Mass.
First Baptist Church, Poughkeepsie, N. Y.
First Baptist Church, Red Bank, N. J.
First Baptist Church, Sioux Falls, S. Dak.
First Baptist Church, Westfield, N. J.
First Baptist Church, White Plains, N. Y.
First Christian Church, Louisville, Ky.
First Church of Christ, New Philadelphia, Ohio
First Church Baldwin, Methodist, Baldwin, N. Y.
First Congregational Church, Ann Arbor, Mich.
First Congregational Church, Danbury, Conn.
First Congregational Church, Kent, Ohio
First Congregational Church, Melrose, Mass.
First Congregational Church, River Edge, N. J.
First Cong. Church, South Portland, Maine
First Congregational Church, Sylvania, Ohio
First Congregational Church, Walton, N. Y.
First Cong. Church, West Springfield, Mass.
First Congregational Church, Westfield, N. J.
First English Lutheran Church, Paterson, N. J.
First Evangelical U. B. Church, Canton, Ohio
First Evan. Lutheran Church, Galveston, Tex.
First Hope Lutheran Church, Fostoria, Ohio
First Lutheran Church, Springfield, Ohio
First Methodist Church, Altoona, Pa.
First Methodist Church, Athens, Ohio
First Methodist Church, Baton Rouge, La.
First Methodist Church, Cambridge, Ohio
First Methodist Church, Canton, Ohio
First Methodist Church, Centralia, Ill.
First Methodist Church, Columbus, Nebr.

First Methodist Church, Cuyahoga Falls, Ohio
First Methodist Church, Dover, Ohio
First Methodist Church, Flushing, N. Y.
First Methodist Church, Greenville, Pa.
First Methodist Church, Massillon, Ohio
First Methodist Church, Milltown, N. J.
First Methodist Church, Perrysburg, Ohio
First Methodist Church, Portsmouth, N. H.
First Methodist Church, Royal Oak, Mich.
First Methodist Church, Salisbury, N. C.
First Methodist Church, Sidney, Ohio
First Methodist Church, Waterville, Ohio
First Methodist Church, Westfield, N. J.
First Presbyterian Church, Allentown, Pa.
First Presbyterian Church, Asheville, N. C.
First Presbyterian Church, Bethlehem, Pa.
First Presbyterian Church, Chillicothe, Ohio
First Presbyterian Church, Columbia, Tenn.
First Presbyterian Church, Denton, Tex.
First Presbyterian Church, Dunellen, N. J.
First Presbyterian Church, El Paso, Tex.
First Presbyterian Church, Franklin, Pa.
First Presbyterian Church, Greenwich, Conn.
First Presbyterian Church, Hickory, N. C.
First Presbyterian Church, Matawan, N. J.
First Presbyterian Church, Middletown, N. Y.
First Presbyterian Church, Mineola, N. Y.
First Presbyterian Church, Montgomery, Ala.
First Presbyterian Church, Morganton, N. C.
First Presbyterian Church, Mount Vernon, N. Y.
First Presbyterian Church, Norfolk, Va.

First Presbyterian Church, Plainfield, N. J.
First Presbyterian Church, Port Arthur, Tex.
First Presbyterian Church, Poughkeepsie, N. Y.
First Presbyterian Church, Ramsey, N. J.
First Presbyterian Church, Salem, Ore.
First Presbyterian Church, Waynesboro, Va.
First Presbyterian Church, Wood Ridge, N. J.
First Union Congregational Church, Quincy, Ill.
Fisk Memorial Methodist Church, Natick, Mass.
Flora Macdonald College, Red Springs, N. C.
Floral Park Methodist Church, Floral Park, N. Y.
Ford Rd. Amer. Luth. Church, Dearborn, Mich.
Fort Hill Methodist Church, Lynchburg, Va.
Fort Worth Methodist Hospital, Fort Worth, Tex.
Franklin College, Franklin, Ind.
Franklin and Marshall College, Lancaster, Pa.
Franklin County Hospital, Greenfield, Miss.

Garden City Community Ch., Garden City, N. Y.
Garrison Forest School, Garrison, Md.
George School, Bucks County, Pa.
Gethsemane Lutheran Church, Austin, Tex.
Ginter Park Presbyterian Church, Richmond, Va.
Girl Scouts of Philadelphia, Pa.
Gloria Dei Evangelical Lutheran Church, Duluth, Minn.
Good Shepherd Luth. Church, Royal Oak, Mich.
Goodwill Industries, Buffalo, N. Y.
Gordon School of Theo. & Missions, Boston, Mass.
Grace Church, Harrisburg, Pa.
Grace Congregational Church, New York, N. Y.
Grace Episcopal Church, Alexandria, Va.
Grace Episcopal Church, Port Huron, Mich.
Grace Evan. Lutheran Church, Kenosha, Wis.
Grace Methodist Church, Coshocton, Ohio
Grace Methodist Church, York, Pa.
Grace Presbyterian Church, San Antonio, Texas
Grace Reformed Church, Baltimore, Md.
Greater Cleveland Council, Boy Scouts of America, Cleveland, Ohio
Greek Orthodox Church of The Annunciation, Rochester, N. Y.
Green Vale School, Glen Head, N. Y.
Grove Avenue Baptist Church, Richmond, Va.
Guilford College, Guilford College, N. C.

Hamilton College, Clinton, N. Y.
Hamline University, St. Paul, Minn.
Hampden-Sydney Col., Hampden-Sydney, Va.
Hampton Institute, Hampton, Va.
Hartford College, Hartford, Conn.
Hartwick College, Oneonta, N. Y.
Hastings College, Hastings, Nebr.
Hayes Methodist Church, Fremont, Ohio
Heidelberg College, Tiffin, Ohio
Hendrix College, Conway, Ark.
Hiland Presbyterian Church, Perryville, Pa.
Hill School, Pottstown, Pa.
Hillsdale College, Hillsdale, Mich.
Hillyer College, Hartford, Conn.
Hobart & William Smith Colleges, Geneva, N. Y.
Hollins College, Hollins, Va.
Hollis Presbyterian Church, Hollis, N. Y.
Holy Communion Lutheran Church, Racine, Wis.
Holy Trinity Lutheran Church, Columbus, Ohio
Hood College, Frederick, Md.
Hope Lutheran Church, Fostoria, Ohio
Hope Lutheran Church, Reading, Pa.

Illinois College, Jacksonville, Ill.
Immanuel Church-on-the-Hill, Alexandria, Va.
Immanuel Lutheran Church, Philadelphia, Pa.
Indianola Presbyterian Church, Columbus, Ohio
Iowa Wesleyan College, Mt. Pleasant, Iowa
Irvington Presbyterian Church, Irvington-on-Hudson, N. Y.
Ithaca College, Ithaca, N. Y.

Johnson C. Smith University, Charlotte, N. C.
Johnstown Boy Scout Council, Johnstown, Pa.
Junior College of Connecticut, Bridgeport, Conn.
Junior School, West Hartford, Conn.

Kalamazoo College, Kalamazoo, Mich.
Kenyon College, Gambier, Ohio
Keuka College, Keuka Park, N. Y.
King College, Bristol, Tenn.
Kingswood School, West Hartford, Conn.
Kiskiminetas Springs School, Saltsburg, Pa.
Knoxville College, Knoxville, Tenn.

Lafayette College, Easton, Pa.
Lake Erie College, Painesville, Ohio
Lake Street Methodist Church, Eau Claire, Wis.
Lakewood Baptist Church, Lakewood, Ohio
Lakewood Presbyterian Church, Lakewood, Ohio
Lane College, Jackson, Tenn.
Larchmont Ave. Presby. Church, Larchmont, N.Y.
Larchmont Methodist Church, Norfolk, Va.
Lawrenceville School, Lawrenceville, N. J.
Lebanon Valley College, Annville, Pa.
Lehigh University, Bethlehem, Pa.
Lemoyne College, Memphis, Tenn.
Leonia Methodist Church, Leonia, N. J.
Levittown Community Church, Levittown, N. Y.
Liberty-Loomis Hospital, Liberty, N. Y.
Lincoln Memorial University, Harrogate, Tenn.
Lincoln School, Providence, R. I.
Linden Presbyterian Church, Linden, N. J.
Lindenwald Methodist Church, Hamilton, Ohio
Long Island University, Brooklyn, N. Y.
Louisburg College, Louisburg, N. C.
Luella Cummings School For Girls, Toledo, Ohio
Lutheran Church of the Good Shepherd, Duluth, Minn.
Lutheran Church of The Incarnation, Brooklyn
Lutheran Church of The Redeemer, Ramsey, N.J.
Lutheran Home of New Jersey, Moorestown, N. J.
Lutheran Orphans' and Old Folks' Home, Toledo

Lutheran Welfare Association, Jersey City, N. J.
Lutheran Camp Association, Johnstown, Pa.
Lutheran Church Home, Buffalo, N. Y.

Magruder Memorial Hospital, Port Clinton, Ohio
Manchester College, North Manchester, Ind.
Margate Community Church, Margate City, N. J.
Marion College, Marion, Ind.
Market Street Presbyterian Church, Lima, Ohio
Martin Luther Church, Canton, Ohio
Masonic Temple, Toledo, Ohio
Masonic Temple Co., Mansfield, Ohio
Massachusetts Institute of Technology, Cambridge, Mass.
Medford Jewish Center, Medford, Mass.
Melrose Masonic Association, Melrose, Mass.
Memorial Baptist Church, Dayton, Ohio
Memorial Con. Church, South Sudbury, Mass.
Meredith College, Raleigh, N. C.
Methodist Church, Brookfield, Mo.
Methodist Church of Haddonfield, N. J.
Methodist Church, Ridgewood, N. J.
Methodist Church, Westerville, Ohio
Methodist Churches of Berea, Ohio
Methodist Church Union, Pittsburgh, Pa.
Methodist Episcopal Hospital, Sioux City, Iowa
Mitchell College, New London, Conn.
Mitchell College, Statesville, N. C.
Monmouth Junior College, Long Branch, N. J.
Monumental Methodist Church, Portsmouth, Va.
Moravian College, Bethlehem, Pa.
Moravian College for Women, Bethlehem, Pa.
Morristown School, Morristown, N. J.
Mount Calvary Luth. Church, Van Dyke, Mich.
Mount Pisgah Presbyterian Church, Pittsburgh, Pa.
Mount Rainier Meth. Church, Mt. Rainier, Md.
Mount Union College, Alliance, Ohio
Mt. Vernon Methodist Church, Danville, Va.
Mountain Retreat Association, Montreat, N. C.
Mountainside Hospital, Montclair, N. J.
Muhlenberg College, Allentown, Pa.
Munger Place Methodist Church, Dallas, Tex.
Museum of The City of New York, N. Y.

National Conference of Christians and Jews
National Council of Churches, New York, N. Y.
National Presbyterian Church, Washington, D. C.
New Jersey Presbyterian Home for the Aged, Haddonfield, N. J.
Newport News Boy Scouts, Newport News, Va.
New York City Mission Society, New York, N. Y.
New York University-Bellevue Medical Center
Norfolk Presbytery, Norfolk, Va.
North Baptist Church, Port Chester, N. Y.
North Presbyterian Church, Geneva, N. Y.
Northern Baptist Theo. Seminary, Chicago, Ill.
Northfield Schools, East Northfield, Mass.
Northminster Presb. Church, Washington, D. C.
North Shore Country Day School, Winnetka, Ill.
Norview Presbyterian Church, Norfolk, Va.

Oakdale Presbyterian Church, Norfolk, Va.
Oakland Presbyterian Church, Springfield, Ohio
Oak Park Presbyterian Church, Chicago, Ill.
Oakwood School, Poughkeepsie, N. Y.
Oberlin College, Oberlin, Ohio
Ocean View Presbyterian Church, Norfolk, Va.
Ohio Wesleyan University, Delaware, Ohio
Oklahoma City University, Oklahoma City, Okla.
Oklahoma Medical Research Foundation, Oklahoma City, Okla.
Old South Union Church, South Weymouth, Mass.
Olivet College, Olivet, Mich.
Ottawa University, Ottawa, Kans.
Otterbein University, Westerville, Ohio
Oxford Methodist Church, Oxford, Pa.
Oxford School, Hartford, Conn.

Paine College, Augusta, Ga.
Parish of the Advent, Boston, Mass.
Park Ridge Community Church, Chicago, Ill.
Peace College, Raleigh, N. C.
Peace Lutheran Church, Galion, Ohio
Peachtree Rd. Presbyterian Church, Atlanta, Ga.
Peddie School, Hightstown, N. J.
Phi Beta Kappa Society, New York, N. Y.

Phi Gamma Delta, Washington and Jefferson College, Washington, Pa.
Philander-Smith College, Little Rock, Ark.
Phillips Memorial Baptist Church, Cranston, R. I.
Pine Street Presbyterian Church, Harrisburg, Pa.
Pleasant Hills Community Presbyterian Church, Pittsburgh, Pa.
Potts Memorial Hospital, Livingston, N. Y.
Presbyterian Board of Christian Education, Philadelphia, Pa.
Presbyterian Board of Foreign Missions
Presbyterian Church, Teaneck, N. J.
Presbyterian Church, Tenafly, N. J.
Presbyterian Church, Westfield, N. J.
Presbyterian College, Clinton, S. C.
Presbyterian Junior College, Maxton, N. C.
Presbyterian Pension Fund, Philadelphia, Pa.
Presbyterian Restoration Fund
Presbyterian Theo. Seminary, Princeton, N. J.
Presbyterian Union, Cleveland, Ohio
Prot. Community Church, Middle River, Md.
Puritas Lutheran Church, Cleveland, Ohio
Putney School, Putney, Vt.

Queens Baptist Church, Queens Village, N. Y.

Randolph-Macon Academy, Front Royal, Va.
Randolph-Macon College, Ashland, Va.
Reformed Church, Locust Valley, N. Y.
Reveille Methodist Church, Richmond, Va.
Ricker Classical Institute, Houlton, Me.

Ridgewood Reformed Church, Ridgewood, N. J.
Ripon College, Ripon, Wis.
Rivers Country Day School, Chestnut Hill, Mass.
Roanoke College, Salem, Va.
Rochester Children's Nursery, Rochester, N. Y.
Rochester Maternal & Adoption Service, Rochester, N. Y.
Rockford College, Rockford, Ill.
Rockville Centre Hosp., Rockville Centre, N. Y.
Rogers Park Congregational Church, Chicago, Ill.
Roosevelt Memorial Association, New York, N. Y.
Royster Memorial Presb. Church, Norfolk, Va.
Rutgers University, New Brunswick, N. J.
Rye Presbyterian Church, Rye, N. Y.

St Alban's Episcopal Church, Washington, D. C.
St. Anne's Episcopal Church, Lowell, Mass.
St. Augustine's College, Raleigh, N. C.
St. Dunstan's School, Providence, R. I.
St. Gabriel's Protestant Epis. Church, Hollis, N. Y.
St. Giles Presbyterian Church, Richmond, Va.
St. James Episcopal Church, Richmond, Va.
St. James Episcopal Church, Youngstown, Ohio
St. James Lutheran Church, Detroit, Mich.
St. John's Episcopal Church, Chevy Chase, Md.
St. John's Evan. Cong. Church, Newport, Ky.
St. John's Evangelical Lutheran Church, Oak Harbor, Ohio
St. John's Evan. Luth. Church, Union City, N. J.
St. John's Evangelical & Reformed Church, Massillon, Ohio
St. John's Lutheran Church, Belleville, Ohio
St. John's Lutheran Church, Grove City, Ohio
St. John's Lutheran Church, Jersey City, N. J.
St. John's Lutheran Church, Lynbrook, N. Y.
St. John's Luth. Church, The Bronx, New York
St. John's Lutheran Church, Oak Harbor, Ohio
St. John's Lutheran Church, Port Clinton, Ohio
St. John's Lutheran Church, Richmond Hill, N. Y.
St. John's P. E. Church, Pleasantville, N. Y.
St. Joseph's College, West Hartford, Conn.
St. Joseph's Hospital, Elmira, N. Y.
St. Lawrence University, Canton, N. Y.
St. Luke's Lutheran Church, Amsterdam, N. Y.
St. Luke's Lutheran Church, Baltimore, Md.
St. Luke's Lutheran Church, Bay Shore, N. Y.
St. Luke's Lutheran Church, Youngstown, Ohio
St. Luke's Meth. Church, Oklahoma City, Okla.
St. Luke's P. E. Church, Washington, D. C.
St. Mark's Evan. Lutheran, Wapakoneta, Ohio
St. Mark's Lutheran Church, Roseville, Mich.
St. Mark's Lutheran Church, Toledo, Ohio
St. Mark's Methodist Church, Brooklyn, N. Y.
St. Mark's School, Southborough, Mass.
St. Martin's Evan. Luth. Church, Austin, Tex.
St. Paul's Amer. Luth. Church, Dearborn, Mich.
St. Paul's Cathedral, Oklahoma City, Okla.
St. Paul's Church, Westfield, N. J.
St. Paul's Church of Eastchester, Mount Vernon, N. Y.
St. Paul's Congregational Church, Nutley, N. J.
St. Paul's Episcopal Church, Rochester, N. Y.
St. Paul's Evan. & Ref. Church, St. Mary's, Ohio
St. Paul's Lutheran Church, Massillon, Ohio
St. Paul's Lutheran Church, Maumee, Ohio
St. Paul's Lutheran Church, Michigan City, Ind.
St. Peter's Evan. Luth. Church, Lancaster, Ohio
St. Peter's Evan. Luth. Church, Philadelphia
St. Peter's Lutheran Church, Brooklyn, N. Y.
St. Stephen's Episcopal Church, Beverly, N. J.
St. Stephen Presb. Church, Fort Worth, Tex.
St. Thomas Episcopal Church, Washington, D. C.
St. Timothy's Episcopal Church, Massillon, Ohio
Salem Memorial Luth. Church, Detroit, Mich.
Salisbury School, Salisbury, Conn.
Salvation Army, Youngstown, Ohio
Sarah Lawrence College, Bronxville, N. Y.
Scarborough School, Scarborough-on-Hudson, N. Y.
Scarsdale Cong. Church, Scarsdale, N. Y.
Scotch Plains Baptist Church, Scotch Plains, N. J.
Second Presbyterian Church, Oak Park, Ill.
Seven Baptist Colleges of North Carolina
Shaw University, Raleigh, N. C.
Shelby Presbyterian Church, Shelby, N. C.
Sheraden Community Church, Pittsburgh, Pa.
Sherwood Presb. Church, Washington, D. C.
Shipley School, Bryn Mawr, Pa.

Shorter College, Rome, Ga.
Silver Bay Association, Silver Bay, N. Y.
Simondale Presb. Church, Portsmouth, Va.
Sinai Temple, Springfield, Mass.
Somerville Hospital, Somerville, Mass.
South Nassau Communities Hospital, Rockville Centre, N. Y.
South Presbyterian Church, Dobbs Ferry, N. Y.
South Side Baptist Church, Covington, Ky.
Southern College, Lakeland, Fla.
Southern Meth. Bd. of Missions, Nashville, Tenn.
Southern Presbyterian Program of Progress
Southwestern University, Memphis, Tenn.
Spring Glen Church, Hamden, Conn.
Stevens Institute of Technology, Hoboken, N. J.
Suffield Academy, Suffield, Conn.
Sumter Presbyterian Church, Sumter, S. C.
Swanton Methodist Church, Swanton, Ohio
Synod of North Carolina Presbyterian Church, U. S. A.

Tabernacle Lutheran Church, Philadelphia, Pa.
Tabernacle Presb. Church, Indianapolis, Ind.
Temple Beth El, Asbury Park, N. J.
Temple Tifereth Israel, Malden, Mass.
Texas College, Tyler, Tex.
Thiel College, Greenville, Pa.
Thompson Orphanage, Charlotte, N. C.
Tilton School, Tilton, N. H.
Townley Presbyterian Church, Union, N. J.
Transylvania College, Lexington, Ky.
Trinitarian Cong. Church, Wayland, Mass.
Trinity Baptist Church, Arlington, Mass.
Trinity Baptist Church, Marion, Ohio
Trinity College, Hartford, Conn.
Trinity English Lutheran Church, Appleton, Wis.
Trinity Evan. Lutheran Church, Kenosha, Wis.
Trinity Lutheran Church, Hudson Heights, N. J.
Trinity Lutheran Church, New Haven, Conn.
Trinity Lutheran Church, Toledo, Ohio
Trinity Meth. Church, Massillon, Ohio
Trinity Methodist Church, Mount Gilead, Ohio
Trinity Methodist Church, Port Clinton, Ohio
Trinity Methodist Church, Richmond, Va.
Trinity Parish in Melrose, Mass.
Trinity Presbyterian Church, Dallas, Tex.
Trinity University, San Antonio, Tex.
Tusculum College, Greenville, Tenn.

Union Cong. Church, Upper Montclair, N. J.
Union Methodist Church, East Northport, N. Y.
Union Mission, Charleston, W. Va.
Union Theological Seminary, New York, N. Y.
Union Theological Seminary, Richmond, Va.
United Church, Rowayton, Conn.
United Church Center, New York, N. Y.
United Negro College Fund, New York, N. Y.
University of Bridgeport, Conn.
University of Buffalo, N. Y.
University of Chattanooga, Tenn.
University of Cincinnati, Ohio
University of Colorado, Boulder, Colo.
University of New Hampshire, Durham, N. H.
University of Pennsylvania Christian Association
University of Redlands, Calif.
Upsala College, East Orange, N. J.

Valparaiso University, Valparaiso, Ind.
Vermont Academy, Saxtons River, Vt.
Vernon Heights Congregational Church, Mount Vernon, N. Y.
Veterans Memorial Hospital, Ellenville, N. Y.
Vine Street Christian Church, Nashville, Tenn.

Wagner Lutheran College, Staten Island, N. Y.
Washburn College, Topeka, Kans.
Washington College, Chestertown, Md.
Washington & Jefferson College, Washington, Pa.
Washington Street Baptist Church, Lynn, Mass.
Waterloo College, Ontario, Canada
Wayne Presbyterian Church, Wayne, Pa.
Webb Horton Memorial Presbyterian Church, Middletown, N. Y.
Wesley Junior College, Dover, Del.
Wesley Mem. Meth. Church, High Point, N. C.
West Center Church, Bronxville, N. Y.
West Parish, Andover, Mass.
West Raleigh Presbyterian Church, Raleigh, N. C.
West Side Hill M. E. Church, Waterbury, Conn.
West Virginia Baptist Hospital, Philippi, W. Va.
Western College, Oxford, Ohio
Western Maryland College, Westminster, Md.
Westminster Church, Binghamton, N. Y.
Westminster College, Fulton, Miss.
Westminster Pres. Church, Richmond, Va.
Westminster Schools, Atlanta, Ga.
Wheaton College, Norton, Mass.
Mary C. Wheeler School, Providence, R. I.
William Penn College, Oskaloosa, Iowa
Williams Institutional C M E Church, New York
Wofford College, Spartanburg, S. C.
Wooster School, Danbury, Conn.
Wyoming Church, Milburn, N. J.

Xavier University, New Orleans, La.

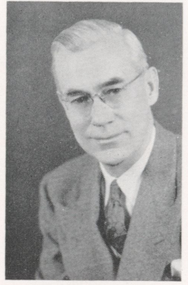
York Country Day School, York, Pa.
York Junior College, York, Pa.
Y. M. C. A., Buffalo, N. Y.
Y. M. C. A., Cambridge, Mass.
Y. M. C. A., Easton, Pa.
Y. M. C. A., Elyria, Ohio
Y. M. C. A., Greenfield, Mass.
Y. M. C. A., Lynn, Mass.
Y. M. C. A., Marion, Ohio
Y. M. C. A., Port Chester, N. Y.
Y. M. C. A., Ridgewood, N. J.
Y. M. C. A., Rye, N. Y.
Y. M. C. A., Salem, Mass.
Y. M. C. A., Toledo, Ohio
Y. M. C. A., Youngstown, Ohio
YMCA-YWCA, Ann Arbor, Mich.
Youngstown Hospital Asso., Youngstown, Ohio

Zion Lutheran Church, Amsterdam, N. Y.
Zion Lutheran Church, Hutchinson, Kans.
Zion Lutheran Church, Saginaw, Mich.



ARTHUR B. NICHOLLS

Born New Haven, Conn. Graduate of Wesleyan University. YMCA work in local, national and international relationships, including Troy, Boston, Pittsfield and New York City. Joined Marts & Lundy staff, 1946. Residence: Portland, Conn.



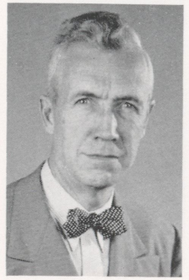
WILLIAM A. D. PARKS

Born Marceline, Mo. Educated at Park College (B.A.), Drake University, Miami University (M.A.). YMCA secretary for thirty-four years in Des Moines, Iowa; Dayton, Ohio; and as the general secretary in Wichita, Kan. Residence: Wichita, Kan.



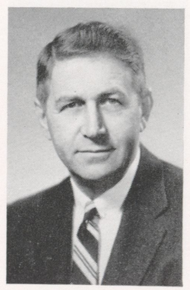
FRANK H. ROBESON

Born Minot, N. Dak. Educated at University of Missouri School of Journalism (B.J.). Varied newspaper editorial work. Publicity director, Wake Forest College, Sioux Falls College, Council on Missionary Cooperation, American Baptist Convention. Residence: White Plains, N. Y.



RAYMOND F. ROPE

Born Brooklyn, N. Y. Educated at Cornell University, graduate work at University of Pittsburgh. Served YMCAs in Buffalo and Chautauqua County, N. Y., Pittsburgh, Pa., and as a member of the YMCA International Committee in Hong Kong, and later in the Central Atlantic Area. Residence: Mount Lebanon, Pa.



WALLACE RUCKERT

Born New York City. Educated at Princeton University (B.A.) and New York University (M.A.). 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 staff in 1945. Residence: Westfield, N. J.

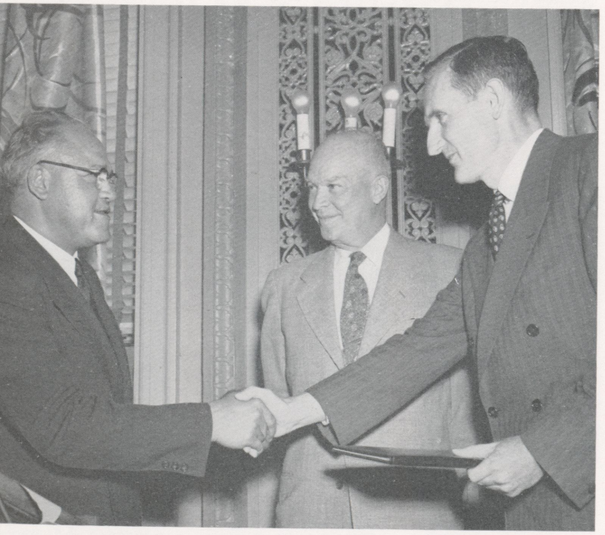


BAYARD T. SKILLING

Born Philadelphia, Pa. Education, public schools of Delaware County, Pa. District engineer, Eastern Paving Brick Manufacturers Association; engineer and superintendent, Pennsylvania Department of Highways. Joined Marts & Lundy staff in 1945. Residence: Hartford, Conn.

by the supervision and direction of public relations and publicity programs, and by the direction of financial campaigns, this firm serves schools, colleges, universities, seminaries, national church bodies, and their boards, individual churches, hospitals, service organizations, and other recognized philanthropies.

Arnaud C. Marts and George E. Lundy, as founders of the firm, and their co-officers, Louis W. Robey, T. F. Morgan, Jr., Austin V. McClain, and Paul H. Younger, all attach great importance to the spiritual benefits of giving, and have always sought to bring into their efforts the finest Christian attitudes.



President Dwight D. Eisenhower looks on as John D. Rockefeller, III (right) accepts a citation honoring the General Education Board from Dr. F. D. Patterson, president and founder of the United Negro College Fund at the Fund's tenth anniversary luncheon held at the National Press Club in Washington, D. C. Presented to the General Education Board by the presidents of the Fund's 31 colleges and universities, the citation pays tribute to the Board's continued support of Negro education during the past 50 years.

Marts & Lundy eliminated the noisesome mechanics of the old financial "drive", its rah! rah! spirit, its cheer leaders and pep talks, and substituted in its place a proved method of financial planning which recognized the need for an individual approach to each financial problem. One of the features of this method is the use of the comprehensive survey as the *first step* in planning a public relations or fund-raising effort.

The making of surveys has become an increasingly important part of the service—consisting of exhaustive studies over a period of five to eight weeks by an experienced surveyor, carefully studied by officers of Marts & Lundy, and compiled in a complete and comprehensive report. The survey offers a sound approach to the client's financial problems.

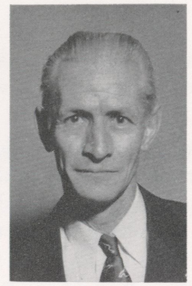
Careful studies show that to be successful today a fund-raising program must be made up of four major factors: 1) There must be a real need. 2) There must be a group of leaders who recognize the need, and are willing to give time, money and effort in meeting this need. 3) There must be people able and willing to do something about meeting this need, once they are convinced of its merit. 4) Finally, there must be a carefully outlined plan for presenting the need to these people.

Marts and Lundy makes sure in their survey whether or not these *four factors* are present in any



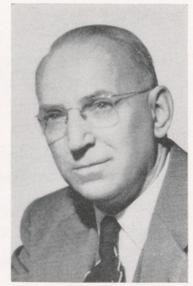
FREDERICK W. SMITH

Born in England. Educated at Phillips Andover Academy, Dartmouth College, Boston University School of Theology and Yale University. Lecturer at Yale. Appointed 1956 by President Eisenhower to U. S. Assay Commission. Residence: Augusta, Me.



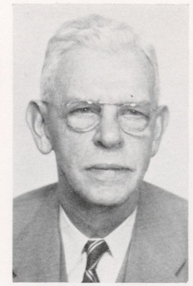
ERLE E. SNELGROVE

Born Brighton, Ontario, Canada. Educated in Canadian schools. Varied newspaper editorial work; state editor, Rochester (N.Y.) TIMES UNION. Director of news bureau and secretary of Public Relations at Hobart and William Smith Colleges before joining Marts & Lundy staff. Residence: Auburn, N. Y.



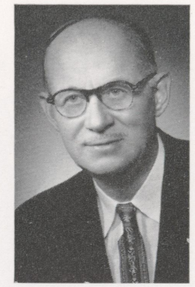
ARTHUR L. TAYLOR

Born Holyoke, Mass. Educated at Springfield College (B.S.). Returned to YMCA work after graduating in 1914. Executive secretary of one of the Rochester branches. Associated with Marts & Lundy since 1949. Residence: Rochester, N. Y.



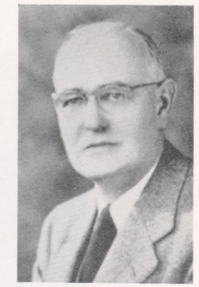
ALEXANDER THOMPSON

Educated at Hamilton College (B.A.) and Princeton Theological Seminary (B.D.). Entered Presbyterian ministry following education. Director Community Chest and Red Cross campaigns before joining Marts & Lundy. Residence: Bedford, N. Y.



CARL H. WALKER

Born Apollo, Pa. Educated at Slippery Rock Teachers' College and Franklin College. Served overseas in Air Force during World War I. Associated with Prudential Life Insurance Company of America for 33 years before joining Marts & Lundy staff. Residence: Canton, Ohio.



DOUGAL E. YOUNG

Born Hagerman, Ontario, Canada. Early career as financial reporter. Entered YMCA work in 1913, serving in Rochester, Geneva and Yonkers, N. Y. and Butler, Pa., and as associate secretary of YMCA Pennsylvania State Committee. Residence: Butler, Pa.

given situation. By this means they are in an excellent position to appraise for their clients with reasonable accuracy the willingness of friends to give money; the amount they are willing to give, and the nature of the campaign needed to attain these funds. It serves as a blueprint for the planning of a successful fund-raising effort.

The cumulative and continuous experience of this firm for three decades makes it unnecessary for governing boards to grope through a fog of guesses and uncertainty for a solution of their problems of finance, or to hesitate for fear that the methods employed by a fund-raising organization may prove harmful to a great and worthy cause.

Marts & Lundy financing programs are wholesome in method, determined in energy, consecrated in spirit. They aim not only to produce the money desired, but to make for a wider appreciation of the services its clients are rendering, and the building of a permanent good will.



Typical of the services which Marts & Lundy provides to its church clients was a recent campaign for the First Presbyterian Church of Bethlehem, Pa. With the $601,000 which was secured in the first campaign, plus additional amounts since, the church is now completing this $1,250,000 plant.

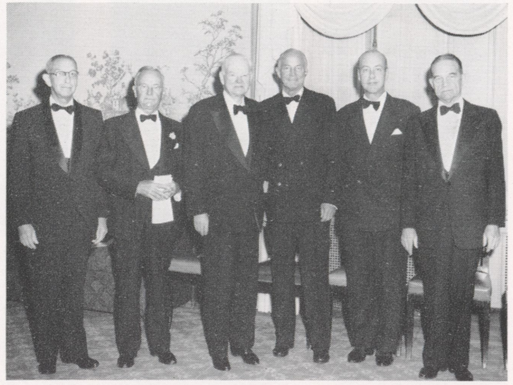
It seems to us that when a firm with that kind of plans and policies can succeed, through good times and bad, in raising more than 950 million dollars in three decades it should enjoy some kind of distinction besides that of being merely successful . . . especially so when we learn that this enormous sum of money was purely in *voluntary* gifts.

Now, with that said, you both should know each other pretty well! And that's a very good way for working partners to start a job.

Marts and Lundy won't set your place afire with fantastic promises to double the money in your treasury overnight. Nor will you hear them hint at some "magic formula" for making two friends grow where only one grew before. Nor will they dazzle you with a beautiful and sparkling campaign whipped up on the spur of the moment.

You know because you have seen their work, that they don't have any "M&L Style" to be unveiled for prospective clients after certain esoteric rites; no "scientific" approach, no big and "clever picture" campaign, no whimsy-humor urge. In fact, they will frankly confess to you that they have neither an incurable allergy to, nor an uncontrollable passion for any of the many so-called schools of thought in fund-raising.

You're far too smart to believe, and they are too realistic to try to tell you, that Marts & Lundy has



These distinguished gentlemen played major roles in the widely-hailed convocation which officially began a Marts & Lundy-directed campaign for the Cooper Union of New York City. Left to right are: Hudson R. Searing, trustee; Frank W. Abrams, trustee; The Hon. Herbert Hoover, Honorary Chairman of the Centennial Committee; Harrison Tweed, trustee; Arthur A. Houghton, Jr., trustee; and Irving S. Olds, chairman of the institution's board of trustees.

a corner on the brains, talent and experience of the public relations and fund-raising business. On the other hand, you can and will agree with them that Marts & Lundy consistently comes up with an unusually high percentage of dramatic and effective *ideas*. That's in the record—today, and for more than thirty years in the past.

You will like their size, big enough to handle accounts running into millions, plural—yet small enough to be well homogenized. There simply isn't any watery, blue, bottom-of-the-bottle work—not for any client. Of course, with that kind of set-up, you won't expect them to promise Service, Free and Unlimited.

You take a good look at their facilities for providing the services you'll need—survey and research and *imagination*—you'll find them good. You're prepared to pay moderate fees for services other than those connected with the fund-raising business.

As a good business man, you realize that you don't get something for nothing; that multiplying services "on the house" must really be paid for with "assembly line" efficiency or mass production "economies" elsewhere in the set-up.

Yes, you know them. Quite well!

They know a thing or two about you, too. Depend on it. They know that you don't believe in "formula success" any more than they do. You know that one single fund-raising *idea*—as intangible as a few typed words on a scrap of paper or a visual image in a man's mind—can be worth a million dollars.

So, you're extremely tolerant of ideas, as wild or corny or impossible as they may look. Strangely enough, you're also bull-headed and pragmatic when it comes to measuring the results against the operating costs.

You expect the best. Best ideas. Best counsel. Best results. And you're the kind of a man who's darn well going to get the best.

You have a good institution. Neither Marts & Lundy nor any other counsel can, for very long, keep stilts under an institution that doesn't belong up there. Chances are, your institution is not the undisputed leader in its field, but you're sure it ought to be in there battling for top place.

You're ambitious, demanding, and hard-boiled.

You're honest, decent and human.

You see, Marts & Lundy know almost everything about you except . . . your name! And that's why we are sending you our story about them. You ought to get together at

MARTS & LUNDY, INCORPORATED

521 FIFTH AVENUE
NEW YORK 17, N. Y.

1000 TWELFTH ST., N.W.
CANTON 1, OHIO

2218 PHILADELPHIA NATIONAL BANK BUILDING
PHILADELPHIA 7, PA.



Ground-breaking ceremonies for this new wing for the John D. Archbold Memorial Hospital were held recently at Thomasville, Ga. The ceremonies marked a successful completion of a four-year program in less than two years—more than $1,300,000 was received during the course of the fund-raising program.

Here's a test you can make . . .

When talking about the worth of fund-raising agencies the acid test is to ask them three questions:

What schools, colleges, or institutions have you served?

What did you accomplish for them?

What do they say about you?

The answer to the first question is spread before you on pages 8 and 9. Below we have provided the answers to the others, so that you can put Marts & Lundy to this test, if you wish, right here and now.

When gathering the material for this story people frequently told us that when the subject of fund-raising was discussed it seemed that the name of one particular agency nearly always was the first name mentioned.

Now, you and we both know, of course, that there are other excellent agencies specializing in this type of work, but it is significant that the name of Marts & Lundy is very often thought of first in connection with it. Perhaps this is quite natural, for this firm has pioneered in fund-raising for three decades. As a matter of fact, each of its principals has had thirty years or more of fund-raising experience.

Millions of dollars have been raised for some of their clients—hundreds of thousands for many others—a total of *nine hundred and fifty millions* have been successfully placed in the treasuries of more than a thousand clients in the period covered from 1926 to 1957.

That, however, is enough about them. If at any time you would like them to come along and talk about you, please get in touch with them.

SOME COMMENTS FROM THOSE FAMILIAR WITH MARTS & LUNDY'S WORK

Note—*The following comments appeared in letters written to Marts & Lundy—copies of which we saw in their files:*

"I want to express to you our thorough satisfaction at the manner in which Marts & Lundy handled the campaign and for the fine job done by your director. He is not only an indefatigable worker himself, but seems to have a particularly efficient and constructive way of getting others to work for him."

"We began, as I am sure many people do, with some apprehension about the value of advice from those whose special interest is fund-raising. But your director quickly allayed all our fears and proved to us the wisdom of our original judgment in seeking the help of your firm."

"What a great year! What a campaign! What a loyal body of alumni and friends St. Lawrence has! This is really a victory—the first big step in the long-range program has been taken. St. Lawrence has moved up and forward. The momentum will take us further. I am certainly happy over what has been accomplished."

"I have heard only the finest comments for the firm of Marts & Lundy and the manner in which the campaign was conducted here in Reading and Berks County. Many of the "old-time" campaigners have volunteered comments to the effect that the Albright College campaign was the best organized and most sincerely spirited of any in which they have engaged."

"I am certain we never, never would have attained the phenomenal success we did attain without your guidance and counsel."

"In a word, we are tremendously happy about the campaign and the service rendered to Hamilton by Marts & Lundy."

"Everyone on the Board of Trustees was extremely well pleased with the direction which Marts and Lundy gave our campaign."

"Your director, who represented you in our wonderful campaign, accomplished a magnificent job, and I sincerely recommend him to other educational institutions seeking to improve their financial condition."

"Your methods and procedures left no stone unturned and that made the difference between what we might have raised by ourselves and what we actually did raise with your help. I cannot speak too highly of your firm and all of its personnel and methods with which we came into contact."

"Your representative won the respect and admiration of all those with whom he worked while he was here, through the quiet and effective manner in which he worked. He did not try to coerce the issue of raising such a large fund, but in a pleasant way he made the project so appealing that the people felt it was a privilege to share in this worth-while campaign."

"We feel that the success of the campaign is due to your whole approach to the campaign, your scientific analysis, your accurate understanding of the potentialities and problems in a given situation and your excellent pattern of operation."

"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."

"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 goal for our campaign."

"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."

"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."

EDITOR'S NOTE: *For the splendid cooperation of Dr. Arnaud C. Marts, Chairman of the Board of Marts & Lundy, who so generously gave of his time in helping us to assemble the pertinent facts about this most estimable company, the editor and The Humphrey Press are deeply indebted. To Fred Lennox of the Rochester Electrotype & Engraving Company, 170 N. Water Street, Rochester, N. Y., for the capable interpretation of our instructions for the making of the beautiful halftones used in this issue of Printed Punch, we also render due thanks.*

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 shall 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.

Students Petition Marts to Become "President"

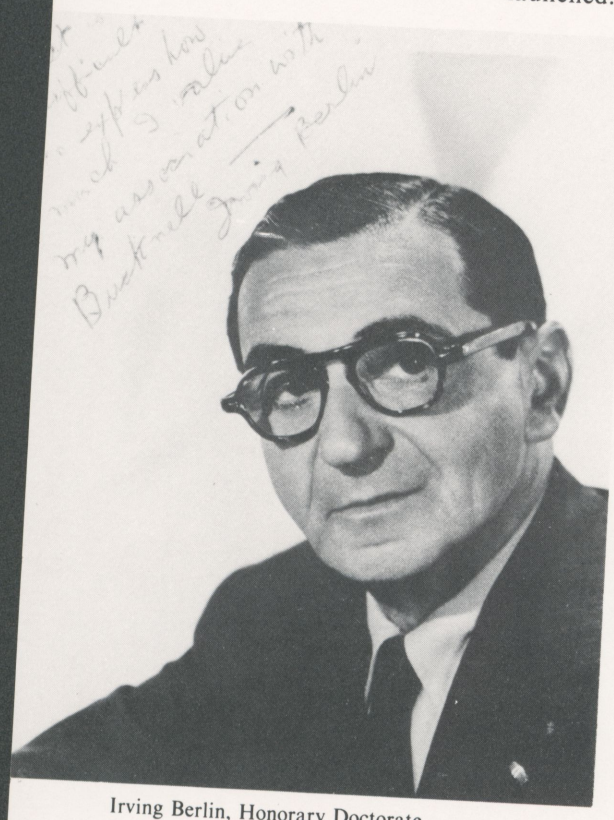
On December 16, 1937, the students of the University petitioned Marts to drop "acting" from his title. The Trustees unanimously agreed, and "President" Marts surrendered to the pressure.

The Marts Administration brought prestige to the University as few before it. Although Dean Rivenburg fulfilled the everyday duties of the President, Marts was unrelenting in his efforts to boost the status of Bucknell.

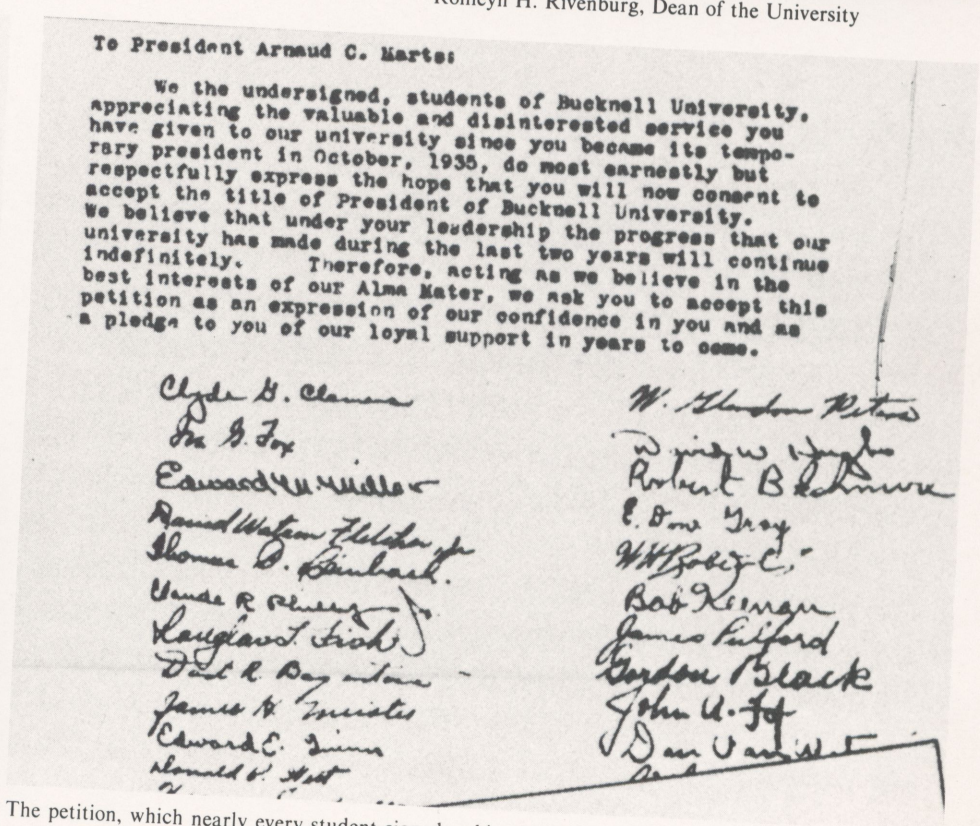
He achieved a long-time goal of the University: Phi Beta Kappa was established in 1940. Reknowned world figures visited the campus: composer Irving Berlin received an honorary degree. And for the first time, Marts concentrated men with wealth on the Board of Trustees. As a Captain in the US Coast Guard, Marts served on many federal and state wartime commissions. His activities brought the University even more status, and in 1944, the USS Transport Ship *Bucknell University* was launched.



Romeyn H. Rivenburg, Dean of the University



Irving Berlin, Honorary Doctorate



To President Armaud C. Marts:

We the undersigned, students of Bucknell University, appreciating the valuable and disinterested service you have given to our university since you became its temporary president in October, 1935, do most earnestly but respectfully express the hope that you will now consent to accept the title of President of Bucknell University. We believe that under your leadership the progress that our university has made during the last two years will continue indefinitely. Therefore, acting as we believe in the best interests of our Alma Mater, we ask you to accept this petition as an expression of our confidence in you and as a pledge to you of our loyal support in years to come.

The petition, which nearly every student signed, asking Marts to accept the title of President.

1936 Flood Ravages Lower Campus



View of 1936 flood on St. George St. toward front of Larison Hall



Flood extensively damaged Hunt Hall and other downhill buildings

Early in 1936 much of the northeastern United States was inundated by floods. Bucknell suffered greatly. All of the lower campus buildings were extensively damaged, and to some of the old, wooden structures, damage was irreparable. Not surprisingly, much of the money needed for the renovation came from Daniel Roberts.

There seemed to be no end to the gifts from Roberts. The Engineering Building was begun in 1938 and dedicated in 1940. Roberts had been the principal donor. It was not named the Dana Engineering Building until 1960 following a large grant from the Charles A. Dana Foundation.

WHAT MOTIVATES PEOPLE TO GIVE?

One of the nation's most prominent universities recently conducted a survey to determine those elements of its program which determine why alumni do or do not give to the annual giving program. As a result, it got some answers that confirm some of the theories we have always held about such giving; but it also came up with some results that do not exactly tally with what we've often believed.

A. About the alumni

1. Better than one out of three alumni (36%) report contributing every year to the Fund. Fifty per cent are "in and outers"--giving in some years and not in others. (There is reason to believe that there may be some exaggeration of frequency of giving among this group.) The balance of 14 per cent never contribute.

2. Individuals in those classes since 1970 are only about half as likely to give as those in classes from 1926 to 1969.

3. Personal financial reasons are most often cited for not giving or giving irregularly. However, "inaction," including just not getting around to it or forgetting it, was mentioned by over 10 per cent of nongiving alumni.

4. Contributions to other (college) appeals not only are not diverting individuals from contributions to the Fund, but, on the contrary, actually seem to support Fund giving.

5. This is true of contributions to other "outside" nonprofit appeals, e.g., Community Club, United Fund, which also are not diverting individual contributions from the Fund.

6. The Fund letters are getting through; approximately 98 per cent of the alumni report receiving them. However, opinion is equally divided as to whether or not the letters give good reasons for contributing, with about 50 per cent on each side of the issue.
(Editor's note: see the stories on "Direct Mail Letters" elsewhere in this issue of The Reporter.)

7. Only one out of four alumni receive telephone calls about the Fund, and two-thirds of these (18% of all alumni) report that they seldom receive them. As with the letters, opinion is divided about 50-50 as to the effectiveness of the calls.

8. One out of five report having personal contacts concerning the Fund.

9. About the same proportion said that they did not have enough information about the college or its financial needs.

10. One out of three feel that their own personal contribution is not important. This negative attitude is highly related to non- or occasional giving.

11. Slightly more than one out of four alumni (28%) feel that the appeals need to be more personalized.

12. One out of two never return for reunions. One-third of those who give to the Fund say they are more likely to give during a reunion year, while two-thirds say that a reunion year does not make any difference to their giving.

13. One out of four are, or have been, active in "alumni activities."

14. One out of three currently belong to a local (college) club.

15. Two out of three say they receive the (newspaper-type publication), although it is sent to all alumni. Half of this group or about one out of three alumni report that they read every issue.

16. One out of three say they receive the (college) magazine. Again, about one out of two (16-17% of all alumni) report reading every issue.

17. Better than four out of five (83%) are favorable to the college. The balance divides five per cent unfavorable and 12 per cent neutral.

18. Most college policies are accepted, but the classes of the 1970's are less likely to agree with many policies or issues involving the college.

19. Slightly more than half have relatives now or previously at the college or (its sister institution). Approximately 40 per cent have relatives interested in attending. Approximately one-half of these have been rejected.