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Record Group/Collection: Donated Historical Materials
Collection/Office of Origin: Bush, George H.W., Collection
Series: Personal Papers
Subseries: Zapata Oil File, Personal Alphabetical File

OA/ID Number: 25842
Folder ID Number: 25842-008

Folder Title:
Bush - Personal File: Schools - Yale Alum. Fund, 1950-1951

Stack:	Row:	Section:	Shelf:	Position:
G	5	1	2	4

5-29-51-3,000

YALE ALUMNI FUND

New Haven, Conn., 10/22/51 19

Mr. George H. W. Bush

Class Agent, 1948 N.C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

10/16/51		
David Twigg-Smith	10	00

5-29-51-3,000

YALE ALUMNI FUND

New Haven, Conn., 6/20/51 19

MR. George H. W. Bush

Class Agent, NC 1948

DEAR SIR:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

6/8/51		
Leonard W. Francis	5	00
6/9/51		
Eugene Dines, Jr.	5	00
Robert S. Jones	2	00
William F. Radcliff	5	00
Melvin E. Stewart	5	00
6/12/51		
Norman J. Bernstein	3	00
Frank Lloyd Scheffey	10	00

3-30-51-2,000

YALE ALUMNI FUND

New Haven, Conn., 6/9/51 19

Mr. George H. W. Bush

Class Agent, 1948 N.C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

5/28/51		
Donald G. Duncan	5	00
Oscar S. Gray	10	00
George Potter, Jr.	10	00
Frederick C. Rozelle, Jr.	2	00
5/29/51		
John N. Day	2	00

12-1-50-3,000

YALE ALUMNI FUND

New Haven, Conn., 3/3/51 19

MR. George H. W. Bush

Class Agent, 1948 N.C.

DEAR SIR:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

2/16/51		
Robert F. Arenz	25	00
George H. W. Bush	15	00
John Erwin Caulkins	20	00
Cornelius K. Ham	10	00
Paul McGrail	5	00
Richard G. Mathews, Jr.	10	00
John A. Northrop	5	00
Wellington M. Watters	5	00
2/20/51		
John W. Berg	10	00
James F. Cobey, Jr.	3	00
Dirick D. Harrison	15	00
Lawrence Hughes	5	00
George S. Leisure, Jr.	5	00
Edmund S. Miller	5	00
A. Alexander Somerville, Jr.	25	00
2/23/51		
William W. Boxley, 2d	10	00
Charles H. Dym	10	00
George D. Goldman	5	00
William P. Hidden	5	00
Martin I. Silverman	3	00

MAY 1 1951

YALE ALUMNI FUND
INTERIM REPORT

CLASS: 1948 N.C.

NUMBER OF GIFTS: 56 DOLLAR AMOUNT: $589.50

% OF QUOTA : 71%

NEW HAVEN
MAY 9
6 PM
1951

THIS SIDE OF CARD IS FOR ADDRESS

STRIKE BACK AT CANCER
AMERICAN

Mr. George H. W. Bush
405 East Maple Street
Midland, Texas

NC'48
Agt.

NEW HAVEN
APR 4
7 PM
1951
CONN

STRIKE BACK AT CANCER
GIVE
AMERICAN CANCER SOCIETY

THIS SIDE OF CARD IS FOR ADDRESS

Mr. George H. W. Bush
405 East Maple Street
Midland, Texas

R 1 - 1951

456 50
4.
32
65
547.50

YALE ALUMNI FUND
~~INTERIM~~ REPORT

CLASS: 1948 NC

NUMBER OF GIFTS: 42 DOLLAR AMOUNT: $456.50

% OF QUOTA: 55%

51 gu - 547 (April 24)

April 1951

MAR 1 - 1951

YALE ALUMNI FUND
INTERIM REPORT

CLASS: 1948 Non-College

NUMBER OF GIFTS: 22 DOLLAR AMOUNT: $246.00

% OF QUOTA: 30%

KMM 3/5/51

NEV. [illegible] MAR 8 10 PM 195

GIVE
RED C
FUN

JEFFERSON

THIS SIDE OF CARD IS FOR ADDRESS

Mr. George H. W. Bush
% International Derrick &
Equipment Co., Box 233
Midland, Texas

NC'48
Agt.

3-12-51-4,000

YALE ALUMNI FUND

New Haven, Conn., 5/19/51 19

Mr. George H. W. Bush

Class Agent, 1948 N.C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

5/12/51		
Nathaniel M. Cartmell, Jr.	7	00

3-12-51-4,000

YALE ALUMNI FUND

New Haven, Conn., 5/12/51 19

MR. George H. W. Bush

Class Agent, 1948 N.C.

DEAR SIR:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

5/2/51		
Philip L. Rountree	15	00
5/5/51		
Richard B. Dorn	5	00

3-12-51-4,000

YALE ALUMNI FUND

New Haven, Conn., 5/5/51 19

MR. George H. W. Bush

Class Agent, 1948 N.C.

DEAR SIR:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

4/25/51		
Edwin Fales Snelgrove	5	00
4/28/51		
Austin A.Woodward	30	00
4/30/51		
Walter H. Baur	5	00

3-12-51-4,000

YALE ALUMNI FUND

New Haven, Conn., 4/6/51 19

Mr. George H. W. Bush

Class Agent, 1948 N.C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

3/26/51		
Robert J. Branner	15	00
Roland F. Howe, Jr.	15	00
3/28/51		
F. Christian Schang, 3d	5	00

3-12-51-4,000

YALE ALUMNI FUND

New Haven, Conn., 4/14/51 19

Mr. George H. W. Bush

Class Agent, 1948 N.C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

4/3/51		
Arthur T. Wallace, Jr.	2	00
4/6/51		
Arthur E. Danforth	5	00
Louis A. Warner	2	00
Robert L. West	10	00

567
55
2735
2735
30085

456 547
55 x65.6
456 ÷ 30085
2736
2725

3-12-51-4,000

YALE ALUMNI FUND

New Haven, Conn., 4/21/51 19

Mr. George H. W. Bush

Class Agent, 1948 N. C.

DEAR SIR:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

4/9/51		
William M. B. Berger	5	00
4/12/51		
Frank W. Bennett	5	00
William W. Hancock, Jr.	20	00
4/13/51		
Majic S. Potsaid 123 Vista Ave East Haven 12	2	00
Will you please remove Arthur E. Danforth from your list of contributors, you were acknowledged of his two $5.00 gifts in error.		

1-23-50-2,000

TREASURER'S OFFICE, YALE UNIVERSITY

New Haven, Conn., 10/31/50 19

Mr. George H. W. Bush

Class Agent, 1948 N.C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

A. Holley Rudd	25	00

Thanking you for the above, I am,

Yours very truly,

Laurence G. Tighe

Treasurer.

Per MRH

12-1-50-3,000

YALE ALUMNI FUND

New Haven, Conn., 2/17/51 19

Mr. George H. W. Bush

Class Agent, 1948 N.C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

2/9/51		
Clive Runnells, Jr.	25	00 ✓

3-12-51-4,000

YALE ALUMNI FUND

New Haven, Conn., 3/30/51 19.

Mr. George H. W. Bush

Class Agent, 1948 N. C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

3/19/51		
MacMillan Pringle	2	50
Thomas J. Waters, Jr.	5	00
3/22/51		
Allen Hubbard, 3d	5	00
Stanley Roth, Jr.	10	00

3-12-51-4,000

YALE ALUMNI FUND

New Haven, Conn., 3/26/51 19

Mr. George H. W. Bush

Class Agent, 1948 N.C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

3/14/51		
James W. Ward, Jr.	3	00

12-1-50-3,000

YALE ALUMNI FUND

New Haven, Conn., 3/17/51 19

Mr. Geroge H. W. Bush

Class Agent, 1948 N. C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

3/2/51		
Harold Lewis Atkins	5	00
Paul Jones, Jr.	15	00
J. Stuart Lovejoy	25	00
Ralph T. McGreal	15	00
Richrd H. Pololoff	5	00
3/5/51		
Arthur E. Danforth	5	00
3/6/51		
Edward L. Pratt	10	00
3/7/51		
Charles E. Cooney, Jr.	5	00
Oliver Maggard, Jr.	15	00
Harold T. Morley, Jr.	20	00
Stuart J. Northrup	5	00
Peter Charles Welch	25	00

Single spaces have been adjusted for typewriters. Double spacing may be used for handwritten lists.

Contributions to the Yale Alumni University Fund

Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

Amounts		Names of Contributors	Addresses
$ 5	00	Young R. B.	210-20 65th Ave Forest Hills N.Y.
5	00	Zimmerman F. J.	26 Linden St New Haven

Total $ 10 00

Agent Bush Date June 16 1951

Class 48 NC Address 405 E Maple, Midland, Tex

Contributions to the Yale Alumni University Fund

Will Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgr t of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

Amounts $		Names of Contributors	Addresses
5	00	Eugene Dines Jr.	930 E. 7th Ave, Denver, 3, Col.
2	00	Robert S. Jones	Mason's Island, Mystic , Conn.
5	00	William F. Radcliff	W-203 Univ.Apts., Bloomington, Ind.
5	00	Melvin E. Stewart	323 S. Garland Ave., Youngstown, Ohio
Total $ 17	00		

Agent George H.W. Bush Date June 2nd 1951 194

Class 48nc Address 405 E. Maple, Midland, Texas

Single spaces have been adjusted for typewriters. Double spacing may be used for handwritten lists.

Contributions to the Yale Alumni University Fund

Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

Amounts		Names of Contributors	Addresses
$ 10	00	Young W. F.	W F Young [illegible]
			111 [illegible] St.
			Springdale, [illegible]

Total $ 10 | 00

Agent Bush Date June 13 1945

Class '48 Address 405 E Maple, Midland, Tex

Single spaces have been adjusted for typewriters. Double spacing may be used for handwritten lists.

Contributions to the Yale Alumni University Fund

Will Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

Amounts		Names of Contributors	Addresses
$ [illegible]	[illegible]	[illegible]	[illegible]
			[illegible]
			[illegible]
Total $			

Agent [illegible] Date [illegible] 194[illegible]

Class [illegible] Address [illegible]

Single spaces have been adjusted for typewriters. Double spacing may be used for handwritten lists.

Contributions to the Yale Alumni University Fund

Will Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

Amounts		Names of Contributors	Addresses
$ 5	00	Donald G. Duncan	2133B S. John Russell Circle, Elkins Park, 17, Pa.
10	—	Oscar S. Gray	2505 Yale Station
10	—	George Potter	Tw. A. O. G. McClintic Bldg, Midland, Tex.
2	00	Fred C. Rogalla Jr.	24 Rocky Hill Rd, Cape Elizabeth, Me.
Total $ 27	00		

Agent George Bush Date May 20 1951

Class '48 NK Address 405 E. Maple Midland, Tex.

Single spaces have been adjusted for typewriters. Double spacing may be used for handwritten lists.

Contributions to the Yale Alumni University Fund

Will Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

AMOUNTS		NAMES OF CONTRIBUTORS	ADDRESSES
$ 15	00	Phil L. Rountree	135 Ranch Lane
			Levittown N.Y.

Total $ 15 —

Agent George H.W. Bush Date April 24 1951

Class 48 NC Address 405 E Maple

Single spaces have been adjusted for typewriters. Double spacing may be used for handwritten lists.

Contributions to the Yale Alumni University Fund

Will Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY .... Write PLAINLY ... Give FULL names and COMPLETE addresses.

Amounts		Names of Contributors	Addresses
$ 30	—	A. A. Woodward	157 S Manning Blvd
			Albany 3, N.Y.

Total $ 30 —

Agent Geo Wm Bush Date April 22 1951

Class Address 405 E Maple

Single spaces have been adjusted for typewriters. Double spacing may be used for handwritten lists.

Contributions to the Yale Alumni University Fund

Will Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

Amounts		Names of Contributors	Addresses
$ 25	00	Fred M. Milton [illegible]	12 Avon Rd, Larchmont
			N.Y.
2	00	C. C. Williams Jr.	9 [illegible] Chestnut Hill Dr.
			[illegible]
Total $ 27	00		

Agent [illegible] Date [illegible] 194[illegible]

Class [illegible] Address [illegible]

Single spaces have been adjusted for typewriters. Double spacing may be used for handwritten lists.

Contributions to the Yale Alumni University Fund

Will Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

Amounts		Names of Contributors	Addresses
$ 3	00	James W. Ward Jr	720 S. Neeley Ave. Pittsburgh 32, Pa.
Total $ 3	00		

Agent George H. W. Bush Date March 8 1951

Class '48 Address Box 233, Midland, Tex

Single spaces have been adjusted for typewriters. Double spacing may be used for handwritten lists.

Contributions to the Yale Alumni University Fund

Will Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

Amounts $		Names of Contributors	Addresses
5	00	R.H.Christensen	150 Judson Ave, Bridgeport, Ct.
5	00	C.E.Cooney Jr.	3566 E.Genesee St, Syracuse, N.Y.
15	00	Oliver Maggard Jr.	2620 E. 58th St.,Indianapolis,Ind.
5	00	S.J.Northrup	400 Whitney Ave, New Haven
25	00	Peter C. Welch	118 Hundreds Rd.Wellesley Hills,Mass

[illegible]

Total $ 55 | 00

Agent George H.W. Bush

Date March 4 1951

Class 48 NC Address Box 233 , Midland,Texas

Single spaces have been adjusted for typewriters. Double spacing may be used for handwritten lists.

Contributions to the Yale Alumni University Fund

Will Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

Amounts $		Names of Contributors	Addresses
15	00	George H.W.Bush	405 E. Maple, Midland, Texas
25	00	Robert F.Arenz	3003 N.E. 25th Ave, Portland 12 Ore
20	00	John E. Caulkins	423 Fisher Rd. Grosse Pointe, Mich.
10	00	Cornelius E.Ham	1672 Shattuck Ave, Berkeley, Cal.
5	00	Paul McGrail	22 Homesdale Rd., Bronxville, N.Y.
10	00	Richard C. Mathews Jr.	329 Highwood Ave, Leonia, N.J.
5	00	John A.Northrop	Yale Univ. New Haven
5	00	Wellington M. Watters	537 Rivard Blvd., Grosse Pointe, Mich
Total $ 95	00		

Agent George H.W.Bush Date Feb.11, 1951 194

Class 48NC Address 405 E. Maple, Midland, Texas (Box 233)

Contributions to the Yale Alumni University Fund

Will Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

Amounts		Names of Contributors	Addresses
$ 10	00	John W. Bern[illegible]	18 College St. — New Haven
3	00	J. F. Cobey Jr.	Hackley Boys School [illegible]
15	00	[illegible]	1 Beaver St. [illegible] N.Y.
5	00	L. [illegible] Hughes	Box 181 [illegible] N.Y.
5	00	G. S. Lessard Jr.	1100 Park Ave N.Y.C.
5	00	G. S. Miller	555 [illegible] Ave [illegible]
25	00	[illegible] Jr.	3 [illegible] Rd. [illegible] N.Y.
Total [illegible]	00		

Agent George [illegible] Bush Date Feb. 15 1951

Class 48 NC Address Box 235 Midland Texas

Single spaces have been adjusted for typewriters. Double spacing may be used for handwritten lists.

Contributions to the Yale Alumni University Fund

Will Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

Amounts		Names of Contributors	Addresses
$ 10	00	Boxley, W.W. 2nd.	1105 E. Main St. Richmond, Va.
10	00	Dym, Charles H. apt	301 B 5415 5 th Ave., Pittsburgh, Pa.
5	00	Goldman, George D.	202 Cooper Place, New Haven, 15, Ct.
5	00	Hidden, W.P.	Northfield Rd., Lunenburg, Mass.
3	00	Silverman, Martin I.	Hebrew Union College, Clifton Ave., Cincinnati, 20, O.
Total $ 33	00		

Agent: George H.W. Bush '48 NC Date: February 18, 1951

Class Address: 405 East Maple (Box 233) Midland, Texas

Single spaces have been adjusted for typewriters. Double spacing may be used for handwritten lists.

Contributions to the Yale Alumni University Fund

Will Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

Amounts		Names of Contributors	Addresses
$ 5	00	Harold L. Atkins	35 Essex Street, Belleville 9, N.J.
3	00	J.H. Grady Jr.	1-23B 14th Ave, East Patterson, N.J.
15	00	Paul Jones Jr.	2750 Endicott Rd., Shaker Hts., 20, Ohio
25	00	J. Sturat Lovejoy	4028 Lynnwood Lane, Abilene, Texas
15	00	Ralph T. McGreal	14526 Dolphin St., Detroit, 23, Mich.
5	00	Richard H. Podoloff	78 Ellsworth Ave, New Haven, Conn.
Total $ 68	00		

Agent George H.W. Bush Date February 25, 1951 194

Class 48 NC Address 405 East Maple, Midland, Texas

Single spaces have been adjusted for typewriters. Double spacing may be used for handwritten lists.

Contributions to the Yale Alumni University Fund

Will Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

Amounts		Names of Contributors	Addresses
$ 5	—	Allen Hubbard III	41 Broad St. Greenwich Ct
15	—	Stanley Rollins Jr.	166 E. 96th St. N.Y.C. 28
Total $			

Agent George H W Bush Date March 12 1951

Class 48 NC Address 405 E. Maple, Midland Texas

Single spaces have been adjusted for typewriters. Double spacing may be used for handwritten lists.

Contributions to the Yale Alumni University Fund

Will Agents please make out this report in duplicate, and send it to Laurence G. Tighe, Yale Station, New Haven, Conn. One copy will be returned with the endorsement of the Treasurer, the other retained for the Treasurer's files. An acknowledgment of each contribution, whether received direct or through the Agent, is made by the Treasurer on behalf of the University.

Please list gifts ALPHABETICALLY . . . Write PLAINLY . . . Give FULL names and COMPLETE addresses.

Amounts		Names of Contributors	Addresses
$ 5	—	Richard Dann	Midland Texas
Total $ 5	00		

Agent [illegible] Bush

Date April 28 194[illegible]

Class '48 N Address 405 E Maple

1-23-50-2,000

TREASURER'S OFFICE, YALE UNIVERSITY

New Haven, Conn., 3/22/50 19

Mr. George H. W. Bush

Class Agent, 1948 N. C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

Feb. 1st through March 11th		
George A. Anderson	10	00
Richard H. Christensen	3	00
Neil D. Comerford, Jr.	5	00
Charles E. Cooney, Jr.	5	00
John N. Day	5	00
Charles H. Dym	10	00
Leonard W. Francis	5	00
Oscar S. Gray	10	00
Dirck D. Harrison	10	00
William P. Hidden	5	00
Paul Jones, Jr. all answered	7	50
Richard G. Mathews, Jr.	5	00
John A. Northrop	5	00
George H. Pfou	1	00
Richard H. Podoloff	5	00
Junius L. Powell, Jr.	10	00
MacMillan Pringle	5	00
Stanley Roth, Jr.	10	00
David T. Schine	25	00
Hubert Shaffer, Jr.	10	00
Richard E. Snyder	10	00
Victor L. Tibaldeo	10	00
Louis A. Warner	2	00
James W. Ward, Jr.	5	00
Stephen A. Ward	10	00
Willington M. Watters	5	00
Peter Charles Welch	25	00

Thanking you for the above, I am,

S. J. Northrop

Yours very truly,

Laurence G. Tighe

Treasur

Per.

If you have already received notice of a of these contributions please disregard this copy.

4-5-49-5,000

TREASURER'S OFFICE, YALE UNIVERSITY

New Haven, Conn., 1-28-50 19

MR. George H. Bush

Class Agent, 1948 N.1C.

DEAR SIR:

The following contributions from members of your class to the Yale Alumni University Fund have been received in this office.

George H. Bush	10	00

Thanking you for the above, I am,

Yours very truly,

LAURENCE G. TIGHE

Treasu

Per

4-5-49-5,000

TREASURER'S OFFICE, YALE UNIVERSITY

New Haven, Conn., 12-28-49 19

MR. George H. Bush

Class Agent, 1948 N. C.

DEAR SIR:

The following contributions from members of your class to the Yale Alumni University Fund have been received in this office.

Harold T. Morley, Jr.	20	00

Thanking you for the above, I am,

Yours very truly,

LAURENCE G. TIGHE

Treasu:

Per

4-5-49-5,000

TREASURER'S OFFICE, YALE UNIVERSITY

New Haven, Conn., 12-22-49 19

Mr. George H. Bush

Class Agent, 1948 N.C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni University Fund have been received in this office.

Howard L. Frohman	10	00

Thanking you for the above, I am,

Yours very truly,

Laurence G. Tighe

Treasurer

1-23-50-2,000

TREASURER'S OFFICE, YALE UNIVERSITY

New Haven, Conn., 7/13/50 19

Mr. George H. W. Bush

Class Agent, 1948 N. C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

June 16th through June 30th		
Ralph T. McGreal	10	00
Eugene Dines, Jr.	5	00
William B. Berger	5	00
Frank L. Scheffey	10	00
Robert Jones	10	00

Thanking you for the above, I am,

Yours very truly,

Laurence G. Tighe

Treasur

Per

1-23-50-2,000

TREASURER'S OFFICE, YALE UNIVERSITY

New Haven, Conn., 6/21/50 19

Mr. George H. W. Bush

Class Agent, 1948 N.C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

June 1st through June 15th		
William W. Hancock, Jr.	10	00
Robert F. Arenz	10	00

Thanking you for the above, I am,

Yours very truly,

Laurence G. Tighe

Treasurer

1-23-50-2,000

TREASURER'S OFFICE, YALE UNIVERSITY

New Haven, Conn., 6/6/50 19

MR. George H. W. Bush,

Class Agent, 1948 N.C.

DEAR SIR:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

May 22nd through May 31st		
A. Alexander Somerville, Jr.	10	00

Thanking you for the above, I am,

Yours very truly,

LAURENCE G. TIGHE

Treasurer.

1-23-50-2,000

TREASURER'S OFFICE, YALE UNIVERSITY

New Haven, Conn., 5/4/50 19

Mr. George H. W. Bush

Class Agent, 1948 N.C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

April 26th through April 28th		
Harold L. Atkins	5	00

Thanking you for the above, I am,

Yours very truly,

Laurence G. Tighe

Treasurer

Per

1-23-50-2,000

TREASURER'S OFFICE, YALE UNIVERSITY

New Haven, Conn., 4/17/50 19

Mr. George H. W. Bush

Class Agent, 1948 N.C.

Dear Sir:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

April 3, through April 15		
Walter H. Baur	5	00
Melvin E. Stewart	3	00
Oliver Maggard, Jr.	110	00
Edmund S. Miller	3	00
John R. Lawrence	10	00

Thanking you for the above, I am,

Yours very truly,

Laurence G. Tighe

Treasurer

Per

1948 NON-COLLEGE CONTRIBUTORS
Through 2/28/50

George R. Anthony	$ 10.00	
George H. W. Bush	10.00	
Neil D. Comerford, Jr.	5.00	ans
Charles E. Cooney, Jr.	5.00	ans
John N. Day	5.00	ans.
Charles H. Dym	10.00	ans.
Leonard W. Francis	5.00	ans.
Howard L. Frohman	10.00	ans.
Oscar S. Gray	10.00	ans.
Dirck D. Harrison	10.00	"
William P. Hidden	5.00	"
Paul Jones, Jr.	7.50	"
Richard C. Mathews, Jr.	5.00	"
John A. Northrop	5.00	"
Stuart J. Northrop	5.00	"
George H. Pfau, Jr.	1.00	
Richard H. Podoloff	5.00	ans
McMillan Pringle	5.00	"
Stanley Roth, Jr.	10.00	"
David T. Schine	25.00	"
Richard E. Snyder	10.00	"
Victor L. Tibaldeo	1.00	
Peter C. Welch	25.00	ans.
TOTAL	$ 189.50	

YALE ALUMNI FUND

MAR 21 THRU MAR 31 1950

NON COLLEGE YALE

F S SANFORD	10	48	1 00
✓ E F SNELGROVE	10	48	5 00
✓ R E SUMNER JR	10	48	15 00
R A ZUNIGA	10	48	5 00
			26 00 *

1-23-50-2,000

TREASURER'S OFFICE, YALE UNIVERSITY

New Haven, Conn., 5/11/50 19

MR. George H. W. Bush

Class Agent, 1948 N.C.

DEAR SIR:

The following contributions from members of your class to the Yale Alumni Fund have been received in this office.

May 1st through May 10th		
✓ Laurence Hughes	5	00
✓ James J. Cobey, Jr.	100	00
✓ Philip L. Rountree	6	00
✓ Craig D. Munson, Jr.	5	00

answered

Thanking you for the above, I am,

Yours very truly,

LAURENCE G. TIGHE

Treasurer

Per.............................

Rob to [illegible]

1950

MAR 21 THRU MAR 31 1950

NON COLLEGE ENGG

A A	AUSTIN	12	48	1 00
F W	BENNETT	12	48	5 00
D G	DUNCAN	12	48	5 00
J H	GRADY JR	12	48	5 00
T F	O CONNELL JR	12	48	5 00
R C	SHAW	12	48	2 00
C C	WILLIAMS 3D	12	48	2 00
				23 00 *

YALE ALUMNI FUND

FOUNDED 1890

BOX 1503A YALE STATION • NEW HAVEN • CONNECTICUT

October 15, 1951

Mr. George H. W. Bush
405 East Maple Street
Midland, Texas

Dear Mr. Bush:

Thank you for returning the contribution list for 1948 NC so promptly. On February 25, 1951 you notified us that J. H. Grady, Jr. wished to be listed with the college of Jonathan Edwards rather than Non-College.

The following are the amounts you requested:

Norman J. Bernstein	$3.00	Leroy S. Chapnick	$2.00
Neil D. Comerford, Jr.	5.00	William L. Eagelton, Jr.	$5.00
Leonard W. Francis	5.00	Kenneth Franzheim, 2d	$10.00
Walter C. Griggs	10.00	Edwin H. Koehler, Jr.	5.00
Harold T. Morley, Jr.	20.00	Edward L. Pratt	10.00
Herbert Schaffer	10.00		

Sincerely yours,

Kay Chaltas

Every Yale Alumnus a Contributor to the Alumni Fund in 1951—Yale's 250th Anniversary Year

Mary -

Milk -
Bake beans -
raw carrots -
Bread + butter -

Applesauce - cookies,

Northern Steel, Inc.

Angles · Rounds · Squares · Re-inforcing Bars

44 School Street, Boston 8, Mass.

WORKS AT GLENWOOD-STATION · MEDFORD · MASS.

February 23, 1951

Dear Poppy —

I was glad to hear from you — and sorry that I didn't see you when you were East for the Yale-Princeton game — I think I went in one door while you were going out the other — Nothing much to report of my doings — I've been working in the family business since this summer. I enjoy it a lot and have been spending almost all my time at it — occasionally I run into old school friends around town and invariably on such chance meetings — we repair to a bar and toss one down for old times sake and one for guys like you whom we wish were in this locale.

I'm glad to hear that Bar and the kids enjoy Midland

and Texas so much. From all I hear it's a good spot— However, I couldn't say that for Odessa—

Anyway, I hope you won't desert the East forever— We always like to see you back—

Best wishes to Bar—

Pete Welch

YALE ALUMNI FUND
FOUNDED 1890
BOX 1503A YALE STATION • NEW HAVEN • CONNECTICUT

SEP 28 1951

Memorandum to Class Agents:

Enclosed is a list of your classmates who contributed to the 1951 campaign according to our records.

Would you kindly check this list with your own records for accuracy and return it to this office? If we do not hear from you within two weeks from the date of this letter, we will assume that the list is correct.

Yale Alumni Fund

EDMUND S. MILLER

February 19th

Dear Poppy,

Thanks for your note. You certainly must be commended for your spirit and the work you do in behalf of our class.

In answer to your question regarding my wife (who made out Y.A.F. check): No she is not from a retaliatory Harvard family — or at least not the Harvard part. They're mostly Williams salted down with a little Ohio State.

Never had the pleasure of knowing you at Yale (I wasn't a papa then, a ballplayer, or an "ac" man) but hope to get back to the reunion and maybe I'll see you then.

Keep up the good work.

Ed Miller

1-23B 14th Avenue
East Paterson, New Jersey
February 18, 1951

Mr. George H. W. Bush
% International Derrick & Ecuipment Co.
Box 233
Midland, Texas

Dear Poppy:

A few months ago I received the annual report of the Alumni Fund and on the inserted class supplement I foumd myself listed as a contributor from the non-college group, for which I see you are the agent. Inasmuch as I was a resident of Jonathan Edwards College, I do not understand this.

I am enclosing a check for the Fund but I would rather be listed with the other former members of Jonathan Edwards.

Thanks very much.

Very truly yours

John Grady

John H. Grady, Jr.

4028 LYNNWOOD LANE

Feb 20, 1951
ABILENE, TEXAS

Dear Poppy –

Just had to drop you a note, as we are more or less swimming in the same stream – only your stroke is a good bit stronger now.

Have two years of financial schooling under the auspices of the New York Trust Co. under my belt plus the greatest bride in my life – so decided the time had finally come to make the trek.

Are you still working for Dresser or is this a new outfit? I am with Drilling & Exploration

Company here in Abilene - we
heard of it two years ago -
what a shock, but I think we
will get to like it. Of cours[e]
it isn't nearly as bad as
your first & subsequent stay
in Odessa & elsewhere. Let
me know for sure if you
get over this way & vica versa.

Best wishes and love
to Barbara,

Stu

P.S. Understand you are in Vogue
or Harpers - Oh you kid!!

CHARLES E. COONEY, JR.

12 February 1951

Dear Poppy:

Herewith is a students' contribution to your crusade. At present I am up here at Cornell Law, keeping house with Jim Blumming, Henry Albright, whom you may remember from Yale, and three others, and attempting to finish off before the Air Force gets too insistent again.

If you are able to shake Texas and get up to this part of the country again, drop in

Sincerely yours,
Charlie

YALE ALUMNI FUND
FOUNDED 1890
BOX 1503A YALE STATION • NEW HAVEN • CONNECTICUT

March 20, 1951

Mr. George H. W. Bush
405 Eastmaple Street
Midland, Texas

Dear Poppy:

At the beginning of the campaign your Executive Committee adopted a time schedule calling for the mailing out of third letters on May 7.

This note is to suggest that you send us the text for your own letters as soon as you can conveniently do so.

The preparation of these many thousands of third-appeal letters will be a complicated task, because of the necessity of checking so carefully to insure that they are not addressed to those who have already contributed. Consequently, the clerical staff need even more time than in the case of the first and second letters.

Enclosed is a sample text, designed to be of help to you. You are, of course, at liberty to use it as it stands, or to adapt it to your needs, or to start from scratch.

You will be doing us a real favor if you can send us promptly whatever text you decide upon. Could you perhaps find time to do so TODAY?

Sincerely yours,

Charles Watson 3rd

Charles Watson, 3rd
Managing Director

P.S. This year the campaign will again close June 30 as regards both amounts of gifts and names of contributors.

YALE ALUMNI FUND

FOUNDED 1890

BOX 1503A YALE STATION • NEW HAVEN • CONNECTICUT

February 26, 1951

Mr. George H. W. Bush
c/o International Derrick &
Equipment Company
Box 233
Midland, Texas

Dear Mr. Bush:

George Potter has been omitted from 1945W Davenport and restored to the 1948 Non-College list per your request of February 18.

Our records show that George Potter gave to the Fund in 1949 through 1948 NC and his name was listed on that sheet of givers; in 1950 he gave through 1945W Davenport, his name being listed thereon.

Sincerely yours,

Kay Theodor

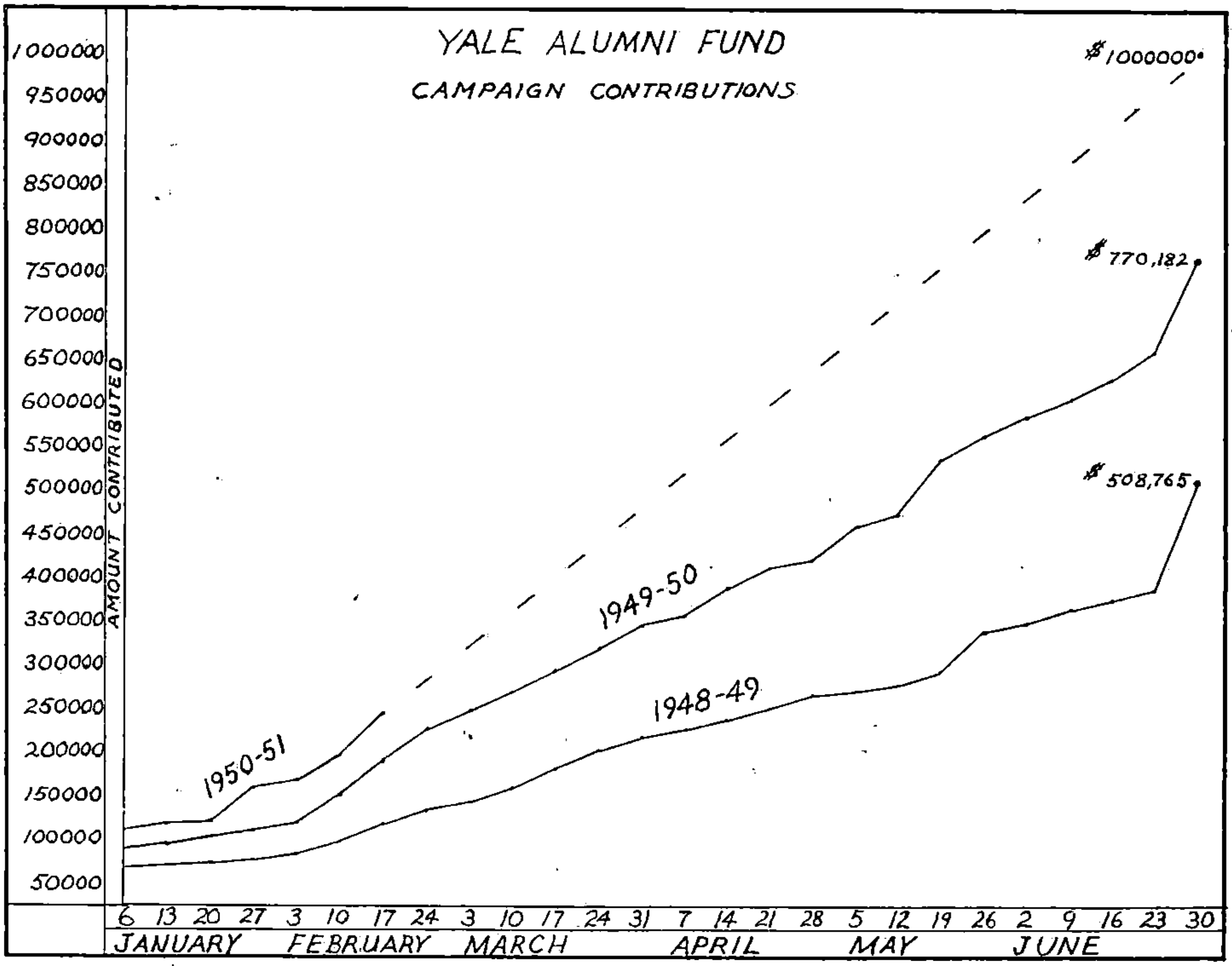
Direct Mail Supervisor

P.S. Your supplies have been mailed under separate cover.

Every Yale Alumnus a Contributor to the Alumni Fund in 1951—Yale's 250th Anniversary Year

A WORD TO THE Y'S

TO ALL CLASS AGENTS



We have the jump this year -- let's keep it!

As of February 17 the score stands:

Amount	$242,224
Number of Contributors	4,085

Last year on this same date $187,875 had been received from 4,688 contributors -- an increase of 29% in dollars but a decrease of 13% in number of gifts. This year the Fund's magic number is 30. If the amount finally realized is 30% over last year's total the $1,000,000 goal will become a reality. We are only <u>one</u> percentage point off the pace!

Although the number of contributors is somewhat less than last year at this time diversification has definitely improved.

Numbered among the givers so far this year are alumni from two of Yale's oldest Ivy League rivals, Brown and Princeton. What more could be asked from men who never savored the joys of a New Haven winter?

That's the over-all story. Some of the individual classes who make up those totals have been doing a magnificent job. 1885S and 1891S have already reported 100% of their membership as contributors. The Class of 1894S has reached 116% of quota while the 50-year Class of 1901S has made a shambles of statistics by rolling up 377% of their assigned quota. The younger classes are also holding their own in the competition. Trumbull '35 has hit 101% of quota while Davenport '40 has moved to 138%. If the Class of 1950 maintains its present pace they will easily hang up a new record of giving for a first-year class.

Charlie Willard recently dropped a real piece of news when he reported that the combined class of 1926-26S was shooting for $100,000 -- $25,000 more than their original quota. If the class reaches that figure it will mark an all-time high for a 25-year class. Looks like a new champ is about to be crowned!

DID YOU KNOW THAT

-- A bridal dinner was switched from the Plaza to the Coq Rouge as a result of the last newsletter.

-- The Fund was recently the recipient of a couple of Yale-Harvard football tickets -- vintage 1938.

-- This year an In Memoriam gift was received for a man who graduated from Yale in 1853 -- almost a century ago.

-- 350 Yen came in from a graduate fighting in Korea. He said if we couldn't use it he would make it good in dollars when he returned home.

-- A year and a half after a letter had been mailed to an alumnus in Connecticut that same letter was returned to our New Haven Office marked "Need a better address."

A parting bit of advice comes from Chairman Herbie Walker who says:

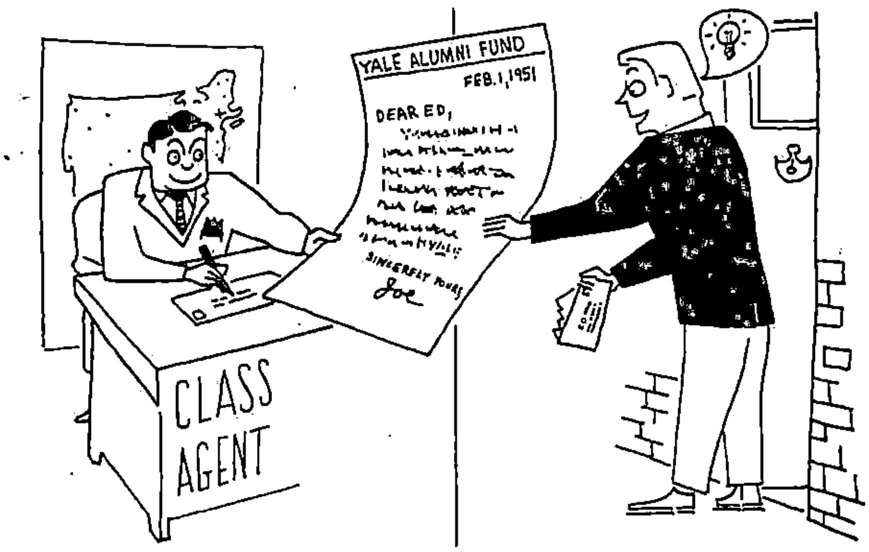
> "Don't give up on men who left college in their freshman year. They are real potential givers and can help make our slogan '<u>Every Yale Alumnus a Contributor to the Alumni Fund in 1951 -- Yale's 250th Anniversary Year</u>' become a living reality."

Herbie should know whereof he speaks -- he recently forwarded five checks of men in this category who had never before given to the Fund!

-- DON'T FORGET YOUR SECOND TEXTS --

A WORD TO THE Y'S

TO ALL CLASS AGENTS



KICKOFF TIME

January 19 - the first letters will soon be on their way!

Here are the standings as the campaign moves into full swing:

Amount	$143,312.00
Number of Contributors	1,288

It's hard to believe, but three classes have already passed their quotas and two more are almost over the top. Signs of the times?

As of this date a record number of substantial stock gifts has been received from twenty-eight men. None of these contributors is liable for a capital gains tax on the securities involved. For income tax purposes, however, each of them may deduct the market value of the securities on the date of the gift.

So much for facts - there is another side of the picture also - the human side. Every year into this office come scores of letters which eloquently tell the personal story of the Alumni Fund and those men who contribute to it. Following are two such letters received during last year's campaign.

"I owe Yale more than I can ever repay. I have not forgotten. The years are rolling by much too fast, and I'm in the 'slipping sixties'. The spirit is willing but the flesh is weak. Will try to make it better than 'spotty' in what's left of the future. Most sincere wishes to you and all the others."

"I work in a hotel and earn $28.00 a week. And I have to support an aged mother. So I cannot give more than the usual $1.00 this year which I enclose."

Thoughtful letters from thoughtful men.

One class agent recently wrote and said that he felt that his $11,000 quota was certainly a fair one, but that he was shooting at a self-imposed goal of $40,000. With such enthusiasm and confidence in our ranks how can we miss the $1,000,000 mark.

The Fund has just received a very generous offer from Mr. Frank Bonacchini, owner of Le Coq Rouge night club in New York. It provides a very painless method of giving to the Fund. Here's what he says:

"Beginning December tenth and continuing throughout 1951, we will forward to the Yale Alumni Fund 10% of the total evening's bill of any of your present students or alumni who frequent Le Coq Rouge. This is effective whether he is giving a party or a member of it, upon identification. Each month we will send you a statement with the name and address of the patron, the amount of the bill and our check for the 10%."

Our thanks to Mr. Bonacchini. The rest is up to you.

* * * * * *

You might be interested in hearing about a challenge which came from the Treasurer of the Ohio State University Development Fund. He recently wrote a memo to the alumni of that University which says in part:

"IT'S GREAT TO BE A BUCKEYE....and to belong to a University blessed with so many firsts in teaching, scholarship and research as well as athletics. Alumni are in the national spotlight, too. Everybody's watching to see whether we can beat Yale, the alumni fund champ."

We were the champ last year. Let's make certain we still <u>are</u> the champ next June 30th.

YALE ALUMNI FUND
FOUNDED 1890
BOX 1503A YALE STATION • NEW HAVEN • CONNECTICUT

August 28, 1950

Mr. George H. W. Bush
c/o International Derrick & Equipment Co.
Box 233
Midland, Texas

Dear Mr. Bush:

Thank you for your letter of August 22.

The following is the information which you requested:

John Erwin Caulkins	$ 10.00	March 3, 1950
Nathaniel M. Cartmell, Jr.	1.00	March 14, 1950
Allen Hubbard, 3d	5.00	May 18, 1950
James T. Maunders	5.00	March 20, 1950
Robert Hartley O'Connor	1.00	March 16, 1950

You say that the name of George R. Anthony is omitted from the list of contributors. We have a George R. Anderson who contributed $10.00 on February 20, 1950. Mr. Anderson is listed in your '48 N.C. list of contributors. We can find no such person on our records by the name of George R. Anthony.

I hope this brings your records up-to-date and thank you for helping us in this matter.

Sincerely yours,

Kay Theodos

Direct Mail Supervisor

Alumni Fund Convocation
November 4, 1950

REUNION AGENTS FORUM

The Class Agents Reunion Forum was opened by Mr. Edward M. Greene, Jr., 1924S, who introduced Charles H. Willard, 1926 25th Reunion Gift Chairman and moderator.

Mr. Willard spoke on how the Class of 1926 had been organized to raise $75,000 for its 25th Reunion Gift to Yale University. 1926 Ac and Sheff combined forces to raise this gift, and work actually started in October 1949. Money for the reunion gift was solicited not by the Class Agents who carried on the annual campaign but by a small, entirely separate committee. A special gifts list was comprised of those members in the class who were thought to be financially able to contribute substantial amounts. Yale's need for money was not stressed at this time. No heavy sales material was used. Rather each classmate himself was allowed to realize Yale's great need. A contributor's card was enclosed with each appeal. These were not considered pledge cards although there was space provided for one to fill in the amount he would give at a future date. A tax letter was sent out in the latter part of 1949 and by June 1950 a very good response had been received from the class in answer to all the solicitations. Two luncheons were held, each with a small group of potential large contributors. These turned out very well. In March 1950 the Reunion Gift Committees were formed of popular, well-liked men and those who knew potential large contributors well. No distinction was made between graduates and non-graduates. By August, 24 members of the class had contributed $30,500. This figure represented 49% of the $62,300 total which the class had at that time.

After Mr. Willard had completed his description of his class' method of operation he threw the meeting open to questions. The following is a summary of the additional information which was brought out by the questions. Mr. Willard said that about half of his special gifts list were solicited by personal visits or telephone calls and that all potential large contributors were seen personally. He further stated that each man on his committee had been given three of four men to solicit and these men were generally well known to each other. He concluded this part of the discussion by saying that he felt that those men who came back to reunion were most likely to give larger contributions than those who did not participate in the reunion activities. He urged that a great effort be made to get classmates back for the reunion.

The forum then briefly discussed the 25th reunion endowment insurance plan and whether or not this plan would affect annual giving. Mr. Greene said that Princeton's experience under the endowment policy plan had been so favorable that Yale decided to try it. Princeton found that more money was received in the end. The insurance company's investment return about equals the cost of collection. Each man is insured for $500. Upon his death prior to the maturity of the policy the face amount is paid to the University.

Following this discussion Mr. Willard posed the question "Should regional follow-up be used in reunion classes?" A lively discussion followed this question with many of the reunion agents stating their reasons for not wishing to have regional solicitation for reunion men. It was finally decided that there would be no regional solicitation of reunion classes without the consent of the class agents involved. It was pointed out, however, that should reunion class agents desire regional help they should get in touch with either a regional chairman in the area involved or the New Haven office. The Fund office will send out in the near future a list of all of the regions and their respective chairmen.

Mr. Willard then called on Mr. George Parmly Day who briefly explained his method of In Memoriam solicitation in reunion classes. Mr. Day stressed the point that absolutely no pressure is used in these letters; rather these letters stress the fact that the In Memoriam gift should be contributed gladly by the person who is making the gift. The replies to Mr. Day's In Memoriam letters bear witness to the fact that these gifts are always contributed gladly. During the 1950 campaign Mr. Day received some $25,000 from In Memoriam gifts. No In Memoriam solicitation will take place, however, without the consent of the class agent.

The new form of tax letter to be signed by the Chairman was then discussed. It was pointed out that the Secretary of the Fund will write immediately to all class agents between 1881 and 1940 asking their approval to mail out the tax letter to all who contributed $50 or more during the 1950 campaign, and to those whom the agents feel are capable of giving $50 or more.

The suggestion was made that the Alumni Fund office prepare a memorandum explaining the method of giving securities to Yale University. This memorandum should also include the tax advantages involved in such a transaction. This information could then be included as an enclosure in the agent's letter to his classmates.

With reference to the endowment program and other solicitations of alumni, it was pointed out that the Alumni Fund has been given absolute priority as a matter of University policy. A representative of the endowment program explained that his office not only thoroughly concurred in this policy but that the endowment program was of a long-range, educational character, looking as much to bequests as present gifts, and that there was little likelihood of interference between this program and the Alumni Fund.

Mr. Gabriel then explained the new method of acknowledging agents. The acknowledgments will be mailed out once a week. Agents will be notified of all gifts received whether the gifts are sent in by the agent himself or come directly from the giver. IBM cards will also be used again this year. They cut down greatly on the clerical work involved in the New Haven office. This year, however, the card will be in a more attractive form. The card itself will be white while the printing will be done in a dark blue ink. A small Yale seal will appear in the upper left hand corner of the card.

It was pointed out that this year President Griswold will acknowledge with a personal letter all gifts over $500. Also, Mr. Walker will acknowledge with a personal letter all gifts between $100 and $499 in the classes between 1940-1950.

The forum concluded at 11:20 a.m.

YALE ALUMNI FUND CONVOCATION OF CLASS AGENTS

Non-Reunion Agents Forum Meeting Held On November 4, 1950

(63 Agents were present at this meeting)

Mr. George H. Walker, Jr., Chairman of the Fund, was the moderator for this forum and opened the meeting with a brief summary of the main points of emphasis for the coming campaign. The Fund will continue to stress the need for thoughtful, proportionate giving. In addition, stress will be placed on Yale's 250th Anniversary Year. Mr. Walker pointed out that the slogan, "Every Yale Alumnus a Contributor to the Alumni Fund in 1951 -- Yale's 250th Anniversary Year", adopted for the campaign, will appear on all of the stationery mailed out during the campaign. Finally, the Fund will lay emphasis on the challenge of wholehearted support of President Whitney Griswold in his first year as President.

It was suggested to the moderator that in the Class Agents' letters emphasis should also be placed upon the importance of alumni support of privately endowed educational institutions where students can make free choices of courses of study, and the importance of the private enterprise system. Mention should also be made of the outstanding quality of Yale's faculty, and all Agents should be informed that in the recent survey made by The Association of American Universities Yale's faculty was ranked as first rate.

Mr. Walker gave a graphic illustration of the methods employed by the Class of 1927 in the solicitation of the top 10% of alumni in that Class. The special personal letters written in the Class were read out to the Agents present and it was the concensus of the meeting that these samples should be placed in the Class Agents Manuals which will be mailed out about December 1.

Following Mr. Walker's summary of the solicitation of the top 10% in 1927 there was general discussion of the importance of this method of approach in the coming campaign, and the following points were emphasized by a number of the Agents present:

> The screening of the names of classmates must be done very carefully to arrive at an accurate list of members to be specially solicited.
>
> The top 10% letters are individually typed and manually signed by the Agents. The other members of the class get a different type of letter.
>
> The list of the top 10% should be revised annually, names being added to and taken off the list on the basis of experience in the last campaign.
>
> Often a personal visit, where possible, will produce better results than a personal letter.
>
> On all letters, whether those to the selected group in the Class or those in mimeograph form to the other members of the Class, a personal postscript by the Agent brings excellent results.

The main point of this part of the discussion was the continued need for careful study of past performance and "giving potential" of classmates. Equally important is the <u>personal</u> approach and contact with classmates by the Agent or some other classmate well acquainted with the alumnus being solicited.

There was considerable discussion concerning alumni who have never given to the Fund at any time and what might be done to get these men to give. Mr. Walker read out a form letter recently prepared by the New Haven Office, and which will be sent as an experiment in three classes to the men who have not given. This letter met with general approval, and it was agreed that it should be placed in the Class Agents Manual. As time permits, the letter to non-givers will be sent by the New Haven Office for other classes. In the meantime Agents may wish to send them out themselves.

The pictorial design showing graphically Yale's income and expense analysis was very favorably received by all Agents, and many indicated that they wanted copies of the "PIE" to go out with their letters. The Alumni Fund office will send out as many of these as the Agent desires. This summary will also appear in the Class Agents Manual.

The question was raised whether the Annual Report of the Alumni Fund should not show percentages of contributors broken down between graduates and non-graduates. It was the concensus of the meeting that the new method of showing percentages for the alumni, without respect to whether they were graduates or non-graduates, should be continued.

Mr. Walker stressed the importance of Class Agents working through their Class Organization in their work for the Fund. Many Classes, he pointed out, have increased the number of Agents or Co-Agents to spread the work, and this is particularly helpful in the large Classes in the 1920s and early Thirties, before the advent of the Residential Colleges in 1935. With further reference to working through the Class Organization, emphasis was placed on the importance of planning ahead for reunion years.

Mr. Walker pointed out that the work of the Class Agent is made much easier by the Agent keeping up to date the small black Class Agents Record Book. A number of the Agents at the forum indicated that they did not have such a book, and after its use was explained in more detail it was agreed that the New Haven Office should write to all Agents, asking if they wanted Class Record books and have them mailed out as soon as possible to all who requested them.

The new form of Tax Letter to be signed by the Chairman was gone over in detail, and all felt that sending it out the first week in December, over the Chairman's signature, would be of great help in giving the 1951 Campaign a good start. It was pointed out that the Secretary of the Fund will write immediately to all Class Agents between 1881 and 1940, asking their approval to mailing out the Tax Letter to all who have contributed $50 or more in the past, and to those whom the Agents feel are capable of giving $50 or more.

Mr. Walker suggested that, in view of Yale's 250th Anniversary Year, In Memoriam gifts to be solicited from all Classes between 1890 and 1940, with the assistance of Mr. George Parmly Day. As in the case of the Tax Letter, a letter will go out to all Agents in the near future, requesting their approval to Mr. Day's solicitation of In Memoriam gifts for the coming campaign. It was suggested that a sample of the type of letter written by Mr. George Parmly Day be sent to all Class Agents between 1941 and 1950 for their use if desired.

Mr. Walker emphasized that there is no conflict between annual Alumni Fund campaigns and the long-range Capital Drive for increased University Endowment. It was made clear that comparatively few alumni will be approached for a capital gift, and those who do make such a gift are still to be solicited for annual Alumni Fund contributions.

A brief summary was given of the results of the Regional Follow-up work in the 1950 campaign, and all present were furnished with the list of cities in which Regional work was done, and with a separate list of cities which it is hoped will be added to the Regional Follow-Up Drive this year. It was emphasized that Regional work will not begin until after the Class Agents' first and second letters have gone out.

Mr. Geoffrey Merriss, Secretary of the Fund, showed to the Agents the new form of acknowledgment of donors which will be used in the coming campaign, as well as the new form of acknowledgment to Class Agents. He pointed out that from now on Class Agents will get acknowledgments weekly from the New Haven office of all contributions received.

He also informed the Agents that all contributors who give $500 or more in the coming campaign will receive a personal letter of acknowledgment from President Griswold. It was suggested that the Class Agent send a personal letter to all those who have increased their contribution over that of the previous year.

* * * * * * * *

All of the agents present cooperated to make the forum an excellent meeting from which much was learned by all concerned. The entire weekend Convocation was marked by a spirit of enthusiasm and great confidence in the coming campaign.

YALE ALUMNI FUND
FOUNDED 1890
BOX 1503A YALE STATION • NEW HAVEN • CONNECTICUT

October 17, 1950

Mr. George H. W. Bush
c/o International Derrick &
Equipment Co., Box 233
Midland, Texas

Dear Mr. Bush:

The Class Secretaries Bureau has notified us that the following men should be on the 1948 Saybrook list as they were residents of that college part of the time during their attendance at Yale:

Richard J. Benoit	James T. Maunders
David B. Bolton	Richard Nolker
William M. Bussey	Robert Hartley O'Connor
Richard L. Hershatter	Junius L. Powell, Jr.
Hans O. Kofoed	John M. Richards, Jr.
George Loh	David T. Schine
Richard F. Maier	William D. Waxter, 3d
Sam H. Mann, Jr.	Richard C. Welden

Therefore, these men have been crossed off your 1948 Non-College list.

Sincerely yours,

Kay Theodor (Miss)
Direct Mail Supervisor

returned Dec. 8 50

10.00
125
8

YALE ALUMNI FUND
1950 CAMPAIGN

CLASS OF 1948
BERKELEY

AGENT

William C. Mohler

Living Contributors

Ira Babigian
S. Charles Baer
Lowell Bellin
Arthur D. Berman
Jerry H. Bogar
Robert H. Brimberg
Rondo E. Cameron
William M. Conron, Jr.
Richard D. Conway
Philip F. Corso
Lincoln H. Day
William H. Doherty, Jr.
David T. Feldman
John A. Feyk
Wyatt Garfield
Albert D. Greenfield
John K. Haldenstein
Taras Hallas
Daniel Jacobson
Daniel Kaplinsky
Edward F. Keating
J. Gregory Kemper
Robert C. King
Carl Kupfer
Frederick L. Lawton, Jr.
George A. Lee, Jr.
Walter B. Lowrey
Charles A. Lyon
Peter M. Moffitt
William C. Mohler
William B. Murphy
Thomas I. Myers
Edgar M. Nash, Jr.
Edwin J. Pivcevich
Gerald E. Rubacky
Vernon W. Ruttan
Jay P. Sackler
Morton Salkin
Earl K. Schultz, Jr.
Michael Scott
William G. Selden
Howard J. Serwer
Frank R. Shivers, Jr.
Harold Steinberg
Emerson L. Stone, 2d
John C. Thompson
J. Bowling Wills
Seymour Zoger

Potential Contributors 106
Contributors 48 (45%)

GIFTS FOR THE YEAR $344.00

YALE ALUMNI FUND
1950 CAMPAIGN

CLASS OF 1948
BRANFORD

AGENT

Samuel S. Walker, Jr.

Living Contributors

William L. Batchelor
Orville H. Bathe
John E. Brooks, Jr.
Thomas S. Brush
Philip G. Campbell
Richard N. DeNiord, Jr.
Robert L. Edens, Jr.
David M. Feinman
Wright Ferguson
Robert B. Fry
F. Wallace Gage
Edwin A. Hendrickson
Llewellyn S. Kazebee
George Levine
John A. Luke
Arthur C. McGowan, Jr.
Harry C. Morgan
John W. O'Brien, Jr.
Clifford F. Prentice
Francis R. Sabota
Winfield S. Smith
Walter L. Snook
J. B. Carrington Thomas
John T. Walbridge, Jr.
Samuel S. Walker, Jr.
Kenneth S. Weeks
William N. Weickert
Robert C. Whittemore
Lloyd W. Wise, Jr.

Potential Contributors	67
Contributors	29 (43%)

GIFTS FOR THE YEAR $291.00

YALE ALUMNI FUND
1950 CAMPAIGN

CLASS OF 1948
CALHOUN

AGENT

Hugh Frost Dangler

Living Contributors

Walter B. Allen, Jr.
Henry L. Connors
Hugh F. Dangler
Lawrence J. Davidson
Winthrop P. Eldredge
James M. Flint
William C. Ford
Kenneth A. Haling
Edmund Hayes, Jr.
Thomas A. Hendrickson
Dana F. Higgins, Jr.
Thomas C. Hockersmith
Lawrence S. Kelly, Jr.
William S. Lindblad
Theodore M. Luntz
Richard F. McCoart, Jr.
Thomas J. McDonald, Jr.
Roland S. MacNichol
John C. Martin
H. Edson Minnerly, Jr.
Foster Nichols, Jr.
Amos J. Peaslee
Harry R. Secor, Jr.
Thomas F. Stroock
Donald E. Weberus

Potential Contributors	88
Contributors	25 (28%)

GIFTS FOR THE YEAR $346.45

YALE ALUMNI FUND
1950 CAMPAIGN

CLASS OF 1948
DAVENPORT

AGENT

Gordon N. Farquhar

Living Contributors

Douglas W. Aker
Richard L. Baird
Harry C. Brill, Jr.
Richard S. Bull, Jr.
Thomas L. Chaffee
John W. Conwell, Jr.
William G. Curran, Jr.
Robert M. Duncan
Donald V. Earnshaw
Gordon N. Farquhar
Harry S. Finkenstaedt, Jr.
John Karr Gile
Edward C. Greene
Victor W. H. Greenway
Louis P. Greulich
Robert M. Huntington
Theodore C. Janeway
Edward F. Koch
Roland F. Largay
Samuel D. Marsh
Herbert Tom Nickse
Donald J. Nugent
Herman M. Pastore
Richard N. Prince
Schuyler C. deF. Pulford
Richard C. Smith
David Q. Steele
John Tiebout, Jr.
Frank S. Treco, Jr.
Lawrence E. Tuttle
William J. Wichman

Potential Contributors	78
Contributors	31 (40%)

GIFTS FOR THE YEAR $206.00

YALE ALUMNI FUND
1950 CAMPAIGN

CLASS OF 1948
TIMOTHY DWIGHT

AGENT

Robert L. Bast

Living Contributors

Robert L. Bast
A. Raymond Betts, 3d
James D. Biggs, Jr.
Calvin C. Chapman
William J. Clark
Biehl P. Clarke
Bruce G. Daniels
Theodore W. Dwight, Jr.
John R. Farnsworth
Franklin M. Gould
William H. Harris
James Lee Howard
Donald I. McCane
David H. Massey
John R. Moses
Robert F. Naczi
Wilson Nolen
Gordon C. Parker
Mason Phelps, Jr.
Alec L. Poplin
Stephen J. Regan, Jr.
Murray Raynor Smith
Dixon F. Spivy
James H. Thomas
Gilbert M. Thompson
Alvan H. Tucker
David Vine
Daniel O. Wagster
Henry W. Wallace
Robert L. Wickser
Clarence W. Williamson, Jr.

Potential Contributors	88
Contributors	31 (35%)

GIFTS FOR THE YEAR $333.00

YALE ALUMNI FUND
1950 CAMPAIGN

CLASS OF 1948
JONATHAN EDWARDS

AGENT

William M. Furey

Living Contributors

James N. Andrew
Donald M. Baer
Morton J. Baum, Jr.
David C. Bigelow
John L. Booth
Richard P. Brandt
Gilbert T. Brown
Alan R. Bush
Jack H. Calechman
C. Robinson Callen, Jr.
Richard T. Camp
Charles H. Clark
James C. Duffus
Baker Duncan, Jr.
William C. Fix
William M. Furey
William Y. Gard
Edward B. Gellert
Willis D. Gradison, Jr.
Robert W. Hartley, Jr.
Norman E. Hascall, 2d
Robert A. Kessler
Harold P. Kneen, Jr.
George J. Lincoln, 3d
Jack Lindner
Robert V. Lindsay
Edumnd C. Lynch, Jr.
Roger L. Mayer
Leigh M. Miller
Arthur K. Moher
William E. Mortison, Jr.
Charles Dudley Nash, Jr.
Jonathan U. Newman
J. Philip Nordeck, Jr.
Joel D. Schine
Jett B. Thomas
John D. Thomas
Howard S. Weaver
Richard L. Welch
Conrad A. Wogrin

Potential Contributors 100
Contributors 40 (40%)

GIFTS FOR THE YEAR $298.50

YALE ALUMNI FUND
1950 CAMPAIGN

CLASS OF 1948
PIERSON

<u>AGENT</u>

Gordon Bourne Michler

<u>Living Contributors</u>

John B. Baird
Walter S. Collins, 2d
Waller M. Conard
Richard A. Crooks, Jr.
Donald R. Eglee
George E. Freeman
James G. Hellmuth
George S. Johnston, Jr.
Howard T. Larkin
John W. Lynn
Malcolm McLean
Harling E. Reemsnyder
W. Sinclair Walbridge, Jr.
George H. Weber, Jr.
Donald M. Wilson
Henry S. Wright

Potential Contributors	44
Contributors	16 (36%)
GIFTS FOR THE YEAR	$146.00

YALE ALUMNI FUND
1950 CAMPAIGN

CLASS OF 1948
SAYBROOK

AGENT

Arthur M. Quilty

Living Contributors

Frank Ira Albin
Erving T. Arnold, Jr.
Gordon V. Arnold
Henry M. Bell, Jr.
Douglass M. Bomeisler, Jr.
James F. Cantwell, Jr.
V. Anderson Coombe
Arthur E. Danforth
Jan E. Ellison
Joseph H. Flynn
Anthony T. Improta
Stephen R. Johnson
Russell P. Kelley, Jr.
Victor K. Kiam, 2d
William T. Krall
William R. Mayer
William F. Meyer
Robert M. Phillips, Jr.
Arthur M. Quilty
Peter J. Michael Reding
Edward N. Ross
Philip E. Ruppe
Walter E. Sanders, Jr.
Jack Topiol
Stanley V. Tucker
Franz vonZiegesar
Robert H. Ulmer
Hugo P. Verges
Arthur L. S. Waxter
Harold Wolfson

Potential Contributors	91
Contributors	30 (33%)

GIFTS FOR THE YEAR $270.50

YALE ALUMNI FUND
1950 CAMPAIGN

CLASS OF 1948
SILLIMAN

AGENT

Douglas G. Lovell, Jr.

Living Contributors

William F. Axton
R. Bruce Baptie
Robert S. Conant
John F. Daly
Harrison Joseph Daysh
Benjamin H. Deacon, Jr.
Peter M. Dluznieski
E. Paul Enfeur, Jr.
Jerome J. Freed
Alan L. Gans
Joseph H. Geoghegan
Watson W. Goldsmith
Walter H. Grady
Robert B. Graves
Alan C. Hansen
John D. Haugh
Nicholas L. Heer
Harley G. Higbie, Jr.
Andrew M. Hume
Walter A. Knittle
Charles Anthony Lamb
Myron A. Lanin
Lawrence L. Lasser
William R. Levin
Philip Lindeman, 2d
Douglas Gordon Lovell, Jr.
Joseph U. McGrath
Albert L. C. Nelson
Roy D. Peak
Edward C. Plumstead
John L. Radel, Jr.
Anthony S. Regensburg
Philip R. Reynolds
Joseph A. Richardson, Jr.
N. Edward Roberti
Arthur B. Robertshaw, 3d
J. Donald Rooney
Stanley Rothman
Lewis S. Schwartz
Simon M. Schwartzman
Robert G. Small
George H. Spencer
Donald B. Strominger
W. G. Brooks Thomas
Frederick B. Thomson, Jr.
Sherman Troxel
Thomas F. Troxell, Jr.
Murray M. Tuckerman
James M. Turner
William T. Walker
William T. Woodrow, Jr.

Potential Contributors	150
Contributors	51 (34%)

GIFTS FOR THE YEAR $393.00

YALE ALUMNI FUND
1950 CAMPAIGN

CLASS OF 1948
TRUMBULL

AGENT

Malcolm Young

Living Contributors

William N. Banks, Jr.
Edwin F. Chobot, Jr.
LeRoy W. deMarrais
David C. Grimes
Robert P. Hackett, Jr.
Francis Heller
Elwood L. Hudson
Welles F. Megargel
James J. Roach
Donald D. Shorr
Ferdinand E. Slejzer
Hillard W. Welch
George H. Weyerhaeuser
Randolph C. Wohltman, Jr.
Malcolm Young

Potential Contributors	58
Contributors	15 (26%)

GIFTS FOR THE YEAR $129.00

YALE ALUMNI FUND
1950 CAMPAIGN

CLASS OF 1948
NON-COLLEGE

AGENT

George H. W. Bush

Living Contributors

George R. Anderson
Robert F. Arenz
Harold Lewis Atkins
Albert A. Austin
Walter H. Baur
Frank W. Bennett
William M. B. Berger
George H. W. Bush
Nathaniel M. Cartmell, Jr.
John Erwin Caulkins
Richard H. Christensen
James F. Cobey, Jr.
Neil D. Comerford, Jr.
Charles E. Cooney, Jr.
John N. Day
Eugene Dines, Jr.
Donald G. Duncan
Charles H. Dym
Leonard W. Francis
Howard L. Frohman
John H. Grady, Jr.
Oscar S. Gray
William W. Hancock, Jr.
Dirck D. Harrison
William P. Hidden
Allen Hubbard, 3d
Lawrence Hughes
Paul Jones, Jr.
Robert S. Jones
John R. Lawrence
Ralph T. McGreal
Oliver Maggard, Jr.
Richard G. Mathews, Jr.
James T. Maunders
Edmund S. Miller
Harold T. Morley, Jr.
Craig D. Munson, Jr.
John A. Northrop
Stuart J. Northrop
Thomas F. O'Connell, Jr.
Robert Hartley O'Connor
George H. Pfau, Jr.
Richard H. Podoloff
Junius L. Powell, Jr.
MacMillan Pringle
Stanley Roth, Jr.
Philip L. Rountree
Frederick S. Sanford
Frank Lloyd Scheffey
David T. Schine
Herbert Shaffer, Jr.
Russell C. Shaw
Edwin Fales Snelgrove
Richard E. Snyder
A. Alexander Somerville, Jr.
Melvin E. Stewart
Richard E. Sumner, Jr.
Victor L. Tibaldeo
James W. Ward, Jr.
Stephen A. Ward
Louis A. Warner
Wellington M. Watters
Peter Charles Welch
Curtis C. Williams, 3d
Richard A. Zuniga

Potential Contributors 205
Contributors 65 (32%)

GIFTS FOR THE YEAR $470.00

Yale Alumni Fund
1950 Campaign

1948 Non-College

Agent

George H.W. Bush

Living Contributors

George R. Anderson
Robert F. Arenz
Harold Lewis Atkins
Albert A. Austin
Walter H. Baur
Frank W. Bennett
William M.B. Berger
George H.W. Bush
Nathaniel M. Cartmell, Jr.
John Erwin Caulkins
Richard H. Christensen
James F. Cobey, Jr.
Neil D. Comerford, Jr.
Charles E. Cooney, Jr.
John N. Day
Eugene Dines, Jr.
Donald G. Duncan
Charles H. Dym
Leonard W. Francis
Howard L. Frohman
John H. Grady, Jr.
Oscar S. Gray
William W. Hancock, Jr.
Dirck D. Harrison
William P. Hidden
Allen Hubbard, 3rd
Lawrence Hughes
Paul Jones, Jr.
Robert S. Jones
John R. Lawrence
Ralph T. McGreal
Oliver Maggard, Jr.
Richard G. Mathews, Jr.
James T. Maunders
Edmund S. Miller
Harold T. Morley, Jr.
Craig D. Munson, Jr.
John A. Northrop
Stuart J. Northrop
Thomas F. O'Connell, Jr.
Robert Hartley O'Connor
George H. Pfau, Jr.
Richard H. Podoloff
Junius L. Powell, Jr.
MacMillan Pringle
Stanley Roth, Jr.
Philip L. Rountree
Frederick S. Sanford
Frank Lloyd Scheffey
David T. Schine
Herbert Shaffer, Jr.
Russell C. Shaw
Edwin Fales Snelgrove
Richard E. Snyder
A. Alexander Somerville, Jr.
Melvin E. Stewart
Richard E. Sumner, Jr.
Victor L. Tibaldeo
James W. Ward, Jr.
Stephen A. Ward
Louis A. Warner
Wellington M. Watters
Peter Charles Welch
Curtis C. Williams, 3rd
Richard A. Zuniga

TOTAL CONTRIBUTIONS - $470 (Includes $12.50 carry-over
Total living contributors - 65

YALE ALUMNI FUND

FOUNDED 1890

BOX 1503A YALE STATION · NEW HAVEN · CONNECTICUT

February 2, 1950

Mr. George H. W. Bush
624 South Santa Fe - Apt. A
Compton, California

Dear Mr. Bush:

As you will recall, the Executive Committee unanimously recommended that Class Agents plan on sending out their second appeal letters (not counting the year-end tax letter to a selected few) around the middle of March.

With certain exceptions, it has been found that those Agents who do the best jobs adhere pretty closely to the suggested time schedule, in order to take best advantage of general Alumni Fund publicity. This letter is to request, therefore, that, unless there is some good reason to the contrary, you

(a) Plan to mail out your second appeal letters shortly after March 15;

(b) Mail your text to the New Haven Office just as soon as you can conveniently do so, in order to allow our clerical staff as much time as possible.

Enclosed is a suggested text for your consideration. Of course you are at liberty to use it as it stands, adapt it to your needs, or prepare your own text.

Enclosed is also a list of Regional Committee Chairmen and their addresses. Do not hesitate to get in touch with any of these if you need special help with certain classmates.

Please mail to the Treasurer as soon as you can any gifts received by you, in order that the Chairmen of the Regional Committees concerned may in turn be notified promptly, to avoid the solicitation of any who have contributed.

Again - may we ask that you send back your text as soon as you can.

Sincerely,

Curtis P. Fields

OLIVER MAGGARD, Jr.
2620 East 58th Street
Indianapolis, Indiana

March 18, 1950

Mr. George H. W. Bush
624 So. Santa Fe
Compton, California

Dear Poppy:

We are members of the same class and though I have never met you we happen to have a mutual friend in Sedge Howard of Greenwich. Hope we will have the opportunity to meet, though, sometime in the future.

I have recieved a number of letters from you with your signature affixed in regard to contributions to the Yale Alumni Fund and after reading yours of March 15th I decided to send you a check not only for the above very worthy cause but also as sort of a license to convey a few conclusions I have drawn from the correspondence.

Let me say at the outset that I do not believe that you personally write these letters since they come through in mimeograpghed form with the exception of the salutation. However, upon reading these letters one is struck with the impersonality of them. This is often times a poor idea since the mere fact that a man has gone to Yale does not guarantee that you are going to receive donations from him. Instead, you have got to give him a selling job and a good one at that. Inother words, talk to the person as a person and not as a body of persons. Just a concrete example: why not open a letter with the salutation "Dear Joe" instead of "Dear Jones". Also, why not lay it right on the line to the fellow class mated and tell them the Alumni Fund needs the money or else the government will step in and have a hand in shaping Yale's policies. I do not believe that any thing is held more in abhorrence to the Yale graduate than the thought that there is a possibility of government at their alma mater.

Now, as you read this you are probably thinking: "Who in the hell does this joker think he is anyway?" Well, Poppy, before you draw any conclusions I want you to know that I have talked this thing over with several class mates and they are inclined to agree with the above sentiments.

OLIVER MAGGARD, Jr.
2620 East 58th Street
Indianapolis, Indiana

Yale is definitely at the crucial period in its long history of fine traditions and teachings and I firmly believe that the Alumni will back up the challenge if it is put before them properly. Therefore, it might be a good idea to change the presentation a bit so that you will be able to defeat the competition you now have with the waste basket.

Should you ever happen to pass through Indianapolis I would like very much to meet you, in fact, if you are a golfer I'll be happy to take you out and you can give me a lesson.

Regards,
Ollie
Oliver Maggard, Jr.

OM:chs

YALE ALUMNI FUND

FOUNDED 1890

BOX 1503A YALE STATION • NEW HAVEN • CONNECTICUT

March 2, 1950

Mr. George H. W. Bush
624 South Santa Fe, Apt. A
Compton, California

Dear Poppy:

Enclosed you will find a list of all the men in your group, '48 Non-College, as well as a list of contributors through February 28, so that you may keep your black book up to date from now on in.

I know the salutation above must mystify you a bit as I haven't seen you since you were quite young. However, I will take a bit of license on the matter inasmuch as I am a classmate and club-mate of your Uncle Herbie.

I am glad to hear that you have got a good start in the campaign and know that your efforts will be well rewarded.

Sincerely yours,

Charles Watson 3rd

Charles Watson, III
Managing Director

CW:A

YALE ALUMNI FUND

FOUNDED 1890

BOX 1503A YALE STATION • NEW HAVEN • CONNECTICUT

February 1, 1950

Dear Rancke:

Once again "Alumni Fund Time" is at hand, and once again I am appealing to you for your much needed help. The case this year is even more serious than last, since Yale's new budget is far in excess of anticipated income; but the cure is substantially the same--generous contributions to the Alumni Fund. Last year our group did a good job, this year we must do a far better job. Briefly here are a few of the reasons why.

Faculty salaries, although raised $400,000 last year, are still inadequate. To maintain and further strengthen our excellent faculty more money is needed.

The policy of reducing Yale's still overcrowded undergraduate body to its most effective pre-war size will mean less revenue from tuition fees. All will agree that smaller classes and closer and more intimate atmospheres of instruction are worthy objectives, but the loss of revenue must be made up.

The percentage of scholarship-aided men entering the Freshman class has been raised from 25% to 30%, a move which entails grants of $335,000 to the Class of 1953 alone; and this is but a fraction of the record breaking scholarship and aid appropriation of $1,160,000 for the University as a whole.

The only answer to Yale's problems lies in the vigorous and whole-hearted support of Yale men everywhere. Won't you take a few minutes to sit down and think about the above facts--what they mean to you and to all Yale men. Then grab the old check book (making checks payable to Yale University) or the wallet, and send in your contribution in the enclosed envelope. Give as much as you can, but be sure to give.

Very sincerely yours,

Poppy Bush

George H. W. Bush

1890 YALE ALUMNI UNIVERSITY FUND ASSOCIATION 1949

Yale Alumni University Fund Association

December 1, 1949

Mr. George H. W. Bush
624 South Santa Fe-Apt. A
Compton, California

Dear Mr. Bush:

This year the Alumni Fund is again organizing a Special Gifts Committee to help you in the solicitation of your class. The committee consists of

James F. Burns, Jr.	1925, Chairman
Lindsay Bradford	1914
John E. Bierwirth	1917
Charles S. Garland	1920
Herbert C. Sturhahn	1927s
Walter B. Levering	1933
Joseph P. Grace, Jr.	1936

This committee will have two main functions. It will seek to increase the gifts of those alumni who are presently giving substantial amounts but who could possibly give a great deal more. Secondly, the committee will direct its attention toward those Yale men who are potentially large contributors but who have not given proportionately, or have not given at all, except token contributions to the Fund.

Would you be willing to send us the names of one or two men in your class who have given substantial amounts in the past, but who, you think, are capable of contributing still more at this time? Also, would you send us the names of one or two "sleepers" with whom you think you need help? By "sleepers" I mean classmates who are able to give liberally to Yale, but who have been either making mere token gifts, or none at all. When you send in these names will you please give in each instance the name of another Yale classmate or friend who might be invited by the committee to approach the man in question.

Please bear in mind that this committee does not in any way replace the solicitation effort of the class agent; it will just be another member of the overall team and will supplement your own efforts.

Will you please send in these two sets of names to Charles Watson, III, Managing Director, Yale Alumni Fund, 1 Hillhouse Avenue, New Haven, Connecticut.

We would like to start soon laying out a program for action on these names for the coming campaign, so will you please send along to Mr. Watson these names before December 10.

The Class Agent will receive credit for all gifts made by classmates regardless of the source of the gift.

Thank you for your cooperation in this matter, and we hope you will send in any comments or suggestions as to how to improve any phase of the campaign from time to time.

Very cordially yours,

E. M. Greene, Jr.

Edward M. Greene, Jr.
Chairman

Suggested Second Letter to Class Agents

Dear :

I want to ask you to consider seriously your gift to Yale this year in proportion to what you give to other charities and institutions which you help support. There are two questions which you might ask yourself in this process:

(1) What do you give each year to other institutions that mean a lot in your life — your church, your community chest, your local hospital, Red Cross, or any of the other free independent institutions you help support?

(2) Do you (could you) rank Yale among the top 3 in your charity budget, and in any event give at least 10% of your total charity budget to Yale.

Letters from President Seymour during the autumn and winter have made perfectly clear to all of us what needs and what plans we are out to support. There is a great job that cannot be done without us.

We are hopeful that after thoughtful consideration you can see your way clear to materially increase the amount that you have been able to give in the past. Believe me it will be appreciated!

There is enclosed herewith a return envelope for your convenience. You will be hearing from me again in grateful acknowledgment of your gift — but until then — thanks and best wishes to you always.

Sincerely yours,

1890 1949

YALE ALUMNI UNIVERSITY FUND

Yale Alumni University Fund Association

December 8, 1949

Mr. George H. W. Bush
624 South Santa Fe- Apt. A.
Compton, Calif.

Dear Mr. Bush:

This is an appeal for help.

Believe it or not, we really need the text for your February 1 letter as soon as you can let us have it.

There are two main reasons for this. In the first place, it is the regular University policy to grant all office employees a week's vacation during Christmas holidays. That means, that for a period of two weeks the Alumni Fund will be operating with a half-sized clerical staff. But quite apart from that fact, Bob Smith tells me that at best it will be a difficult job for them to prepare and ship some 30,000 or 40,000 letters to reach several hundred Agents by not later than January 15 (so they can have plenty of time for signing, adding handwritten postscripts, and mailing on February 1).

So won't you be a good sport and send your February 1 text by return mail? How about using the enclosed envelope TODAY?

Many thanks in advance.

Sincerely,

Curtis P. Fields

REGIONAL CHAIRMEN
1950 Campaign

Lincoln Gries The M. O'Neil Company Akron, Ohio	Akron Ohio	John H. Brooks 38 Orchard Road West Hartford, Conn.	Hartford Conn.
Roger Walker Barksdale Boyle Building Little Rock, Arkansas	Arkansas	Frederick Lyman McCaull Lyman Grain Co. 650 Grain Exchange Minneapolis, Minnesota	Minneapolis Minn.
Alexander Barton Warfield-Dorsey Company 19 South Street Baltimore, Maryland	Baltimore Md.	Clarke W. Costikyan 307 East 63d Street New York 21, New York	Montclair N.J.
David B. Ressler 281 Linden Avenue Englewood, New Jersey	Bergen County New Jersey	Cadwell Tyler, II R.F.D. Goshen, N.Y.	Newburgh N.Y.
James G. Hinkle 24 Federal Street Boston 10, Massachusetts	Boston, Mass.	Charles K. Gordy 110 Whitney Avenue New Haven, Conn.	New Haven Conn.
George England Merchants Exchange Building San Francisco, Calif.	N. Calif.	Frederic A. Potts The Philadelphia National Bank Philadelphia 1, Pa.	Philadelphia Pa.
Lawrence N. Woodward Ron Stever Company 411 West 5th Street Los Angeles 13, California	S. Calif.	Robert A. McKean, Jr. Yale Club of Pittsburgh 619 William Penn Place Pittsburgh, Penn.	Pittsburgh Pa.
Joseph E. Rich Bacon, Whipple & Co. 135 S. LaSalle St. Chicago, Illinois	Chicago Illinois	Henry M. Mason 2206 N.W. Thurman St. Portland 10, Oregon	Portland Oregon
William S. Stewart 2235 Woodmere Road Cleveland Heights, Ohio	Cleveland Ohio	LeBaron C. Anthony American Viscose Corp. 630 Hospital Trust Bldg. Providence, R.I.	Providence R.I.
Melvin J. Roberts Capitol Life Insurance Co. Denver 1, Colorado	Denver Colorado	Arthur S. Carruthers 169 Corwin Road Rochester, N.Y.	Rochester N.Y.
B. Courtney Rankin 800 National Bank Bldg. Detroit, Michigan	Detroit Michigan	Karl P. Conrad 802 Monroe Ave. Scranton, Pa.	Scranton Pa.
John Howard Hanway 14 Oak Lane Pelham, N.Y.	Greenwich Conn. & Westchester County N.Y.	A. Wessel Shapleigh 900 Spruce St. St. Louis, Missouri	St. Louis Missouri

REGIONAL CHAIRMEN
1950 Campaign

Roger B. Shepard, Jr. 952 Summit Avenue St. Paul, Minnesota	St. Paul Minn.
C. Lindzey Nicholson, II 60 W. Lake Road Skaneateles, N.Y.	Syracuse
Charles B. Kennedy Kennedy Lumber Co. 1010 E. State St. Trenton, N.J.	Trenton N.J.
Thomas C. Bright 306 Elm St. Rome, N.Y.	Utica N.Y.
Edward Darling Bedford, Waller, Jones & Darling Miners National Bank Bldg. Wilkes-Barre, Pa.	Wilkes-Barre Pa.
A. Coster Schermerhorn ~~c/o Auchincloss, Parker & Redpath~~ ~~729 15th St. N.W.~~ 712 Jackson Place, N.W. Washington ~~6~~, D.C. ~~Attention: Mrs. Palcho~~	Washington, D.C.

YALE ALUMNI FUND

FOUNDED 1890

BOX 1503A YALE STATION • NEW HAVEN • CONNECTICUT

February 1, 1950

Once again "Alumni Fund Time" is at hand, and once again I am appealing to you for your much needed help. The case this year is even more serious than last, since Yale's new budget is far in excess of anticipated income; but the cure is substantially the same--generous contributions to the Alumni Fund. Last year our group did a good job, this year we must do a far better job. Briefly here are a few of the reasons why.

Faculty salaries, although raised $400,000 last year, are still inadequate. To maintain and further strengthen our excellent faculty more money is needed.

The policy of reducing Yale's still overcrowded undergraduate body to its most effective pre-war size will mean less revenue from tuition fees. All will agree that smaller classes and closer and more intimate atmospheres of instruction are worthy objectives, but the loss of revenue must be made up.

The percentage of scholarship-aided men entering the Freshman class has been raised from 25% to 30%, a move which entails grants of $335,000 to the Class of 1953 alone; and this is but a fraction of the record breaking scholarship and aid appropriation of $1,160,000 for the University as a whole.

The only answer to Yale's problems lies in the vigorous and whole-hearted support of Yale men everywhere. Won't you take a few minutes to sit down and think about the above facts--what they mean to you and to all Yale men. Then grab the old check book (making checks payable to Yale University) or the wallet, and send in your contribution in the enclosed envelope. Give as much as you can, but be sure to give.

Very sincerely yours,

George H. W. Bush

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Very sincerely yours,

George H. W. Bush

YALE ALUMNI FUND

FOUNDED 1890

BOX 1503A YALE STATION • NEW HAVEN • CONNECTICUT

August 17, 1950

Memorandum to Class Agents:

Enclosed is a list of your classmates who contributed to the 1950 campaign according to our records.

Would you kindly check this list with your own records for accuracy and return it to this office? If we do not hear from you within two weeks from the date of this letter, we will assume that the list is correct.

Yale Alumni Fund

87
47
609
99.8
41 x = 4089 8 348
369
399 4089
369
300

$\frac{1}{2}$ $\frac{410}{87}$ = $\frac{470}{x}$

YALE ALUMNI FUND

FOUNDED 1890

BOX 1503A YALE STATION • NEW HAVEN • CONNECTICUT

July 26, 1950

Mr. George H. W. Bush
% International Derrick & Equipment Co.
Box 233
Midland, Texas

Dear Mr. Bush:

The champion's crown has been set at a new high of $770,108.47 and more than 20,900 contributors to the 1950 Yale Alumni Fund Campaign.

We have fully justified President Seymour's belief that when the Class Agents and the Local Committee presented the case to the Yale family, Yale men would respond in greater numbers and more generously than ever before.

The last two years as Chairman of the Fund have been happy and satisfying ones to me because I experienced the friendship and cheerful cooperation of the 2,500 alumni who carried forward this service for Yale.

I know that you will give this same fine support to Herbie Walker during his term as Chairman.

With warm personal regards,

Sincerely yours,

Ed. Greene

Chairman

YALE ALUMNI FUND
FOUNDED 1890
BOX 1503A YALE STATION • NEW HAVEN • CONNECTICUT

August 2, 1950

Mr. George H. W. Bush
c/o International Derrick &
Equipment Co., Box 233
Midland, Texas

Dear Poppy:

It's fun to be successful and pleasant to talk about it! You can justly be proud of the 1950 record of the Yale Alumni Fund -- and your part in it -- for we raised a total of $770,000. That's $261,000 more than the previous year, and by all odds the largest amount of unrestricted funds which any Alumni body has ever given to any university in one year.

How was this accomplished? It seems to me there were four major contributing factors:

<u>FIRST</u>, an Alumni body that was well informed as to Yale's needs through the medium of President Seymour's letters, the Yale Alumni Magazine articles, etc.;

<u>SECOND</u>, the emphasis from all sources that was put on thoughtful and proportionate giving;

<u>THIRD</u>, the splendid results obtained by many class agents in "special handling" of the top 10% of their class; and

<u>FOURTH</u>, the institution of regional follow-up in 52 communities to help get in the laggards.

Of course there were many other aids -- but essentially it was your conscientious work <u>plus</u> the above that helped the Fund set new all-time records.

This year, for reasons with which all informed Yale men must now be familiar, we'll be out for $1,000,000 -- with the cheerful assurance, in light of the obvious progress we've made with the new techniques, that such a goal is readily obtainable.

In fact all of us who have been studying the records feel that raising an additional $230,000 depends merely on a further extension of the methods that have proved so fruitful, and a reasonably consistent and conscientious job by every man sharing some part of the responsibility.

Consequently, your officers and executive committee have worked on the quota problem with genuine confidence and optimism.

Your quota for 1951, unless you think it's too low, is $ 825.00. And I hope you'll start thinking about it right away.

Charlie Watson, the Managing Director of the Fund, and Geof Merriss, our new Secretary, are available for consultation and help, or to answer any questions you may have. They can be reached at 1503-A Yale Station, or by phone, New Haven 7-3131.

One other matter of importance. We have set the weekend of November 3-4 for a great Convocation of all Class Agents, Reunion Agents, and Regional Chairmen at New Haven. Please mark the date <u>now</u> on your calendar and plan to return to New Haven that weekend. There will be a gala dinner Friday night with a speech by our new President, entertainment, etc. Saturday morning will be taken up by working sessions in your particular field -- then cocktails, lunch and special seats at the Dartmouth football game. More details later.

This is a major year in the life of the Alumni Fund. In June Yale will celebrate her 250th Anniversary. June also will mark the first year of the University under A. Whitney Griswold. Could there be a more fitting time for the Yale Alumni body to show its gratitude for Yale's past, and its confidence in her future?

By handing the University $1,000,000 in unrestricted funds next Spring we will do both in full measure.

With renewed thanks and appreciation,

Herbie

Chairman

Some Newspaper Comments:

Yale in the Red

Do you have financial troubles? Well so do college presidents, particularly the presidents of privately-financed, privately endowed colleges, as distinguished from state universities which are supported by the public treasury.

Yale is an outstanding example of the private college, and we are told by Prescott S. Bush a fellow of the Yale Corporation that Yale University operated at a deficit of $526,000 for the fiscal year which ended June 30, 1949. Furthermore, Mr. Bush predicted that Yale's decrease in income for the current year would reach a million.

Endowment income has not been keeping up with the increase in modern expenses. Furthermore, Yale needs some new buildings and other improvements and as usual, the alumni fund must be called upon to make up the needs.

Yale's experience in this respect can probably be duplicated by Harvard and a score or more of other famous institutions of learning which,—though the public hardly realizes it,—have been able to carry on through all these years only through the generosity of individual givers, mainly alumni.

State universities present their budgets to state legislatures and generally get most, if not all, of the money they seek. This makes the going all the harder for the privately-financed universities for they have to keep up with state-financed competition, sometimes of a highly lavish order.

Legislators have a warm spot in their hearts for state colleges, probably because of the feeling that higher education is so important it ought to be available to every young man or woman who desires it, and that it is the duty of the taxpayers to provide it.

Yale, as we said, needs a lot of things. Some new buildings, some new endowments and a new football team.

Above, Editorial from *Bridgeport Post* of October 18, 1949

Yale Called Upon To Meet Rise In Costs

President Seymour Presents Situation To Regional Groups

New Haven, Oct. 14.—(AP.)—President Charles Seymour of Yale asserted today that the university must increase its financial resources or else reduce itself "to the status of a second rate institution."

Blaming increased costs for part of the university's plight, Seymour in a speech to representatives from 84 regional Yale associations made no specific proposals for getting more money. He said, however, that Yale would look to its alumni and friends rather than to government for assistance.

He told the representatives, meeting here to discuss Yale's future:

"Today there is an increasing tendency if your troubles are serious enough, to go and lay those troubles in the lap of the government.

"That is not Yale policy. Our needs are very great but we shall meet them out of our own strength."

"This we do in the conviction that freedom from dependance on any external resource is essential to the sort of education we offer. But there is the further obligation that in time of difficulty Yale set an example of self-reliance."

Seymour said that during the post war years, university expenses had exceeded endowment income.

"Up until the present year," he said, "university operations have reflected a net balance. But now, for a variety of reasons, it is certain that for an indefinite period, those operations will result in a red figure unless decisive measures are undertaken."

Seymour, saying that the Yale Corporation considered it "unthinkable that at this time we should enter upon a policy of studied recession," laid the problem before the meeting in these words:

"We face a clear alternative: On the one hand by cutting expenditures we can balance our budget and reduce Yale to the status of a second rate institution; or on the other hand we can increase our resources. The challenge is clear. I do not think we shall fail to meet it."

Right, Hartford *Courant,* October 15

Yale Has Deficit Of $526,000 for Its Fiscal Year

Alumni Told Reserves Are Dwindling; Funds To Be Sought for New Buildings

NEW HAVEN, Conn., Oct. 15 (AP).—Yale University showed an operating deficit of $526,000 for the fiscal year which ended June 30, 1949. Speaking at a convention of alumni representatives at the university, Prescott S. Bush, a fellow of the Yale Corporation, predicted that the decrease in income for the current year would reach $1,000,000.

The drop has been charged to a special reserve fund set up for post-war adjustments and contingencies which, Mr. Bush said, now has been pared to $199,000.

Mr. Bush declared that the situation calls for internal economies and strict budgetary controls.

"But," he said, "it calls for an increase, also, in current income, both through substantial gains in the Alumni Fund and in endowment for faculty and scholarships."

Preservation of "Yale's pre-eminence," Mr. Bush said, "requires improvements and additions to our plant and buildings. Some of the necessary buildings will make for economy of operation, notably a new Administration Building. Some will make it possible for Yale to continue to attract desirable students, teachers and scholars . . . by offering facilities for study and for research which are now sorely lacking."

Mr. Bush said that the Alumni Fund will be the principal vehicle for making Yale's needs known to alumni and friends and urged co-operation "by follow up solicitation on the local level."

Discussing the capital program for Yale's most urgent needs, Mr. Bush asked each alumni association to have a committee working on the university's capital program on a year round basis.

"In June, 1951, Yale will celebrate the 250th anniversary of its birth," said Mr. Bush. "In those 250 years it has become one of the greatest centers of learning and one of the greatest character builders in America. It has trained great leaders of church and state, leaders in teaching and the other learned professions, leaders of the press and of American industry.

"It is our hope and immediate aim that by 1951 commencement we will have made sufficiently great advances toward our goal for the alumni fund and capital additions that there may be cheering on Yale's campus on that great Commencement Day, cheering that will come from a deep sense of gratitude that Yale has won again."

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Right, New York *Herald Tribune,* October 16

YALE ALUMNI FUND
FOUNDED 1890
BOX 1503A YALE STATION • NEW HAVEN • CONNECTICUT

December 1, 1950

Mr. George H. W. Bush
c/o International Derrick &
Equipment Co., Box 233
Midland, Texas

Dear Mr. Bush:

By now you have received the Class Agents' Manual for the 1951 Campaign.

The last item in the Manual, at Section XII, is the Suggested Text for your First Letter - with order blank.

Please let us have your First Letter text with order blank as soon as possible so that we can begin the necessary work here for the campaign.

Sincerely yours,

Geoffrey Merriss

Geoffrey Merriss
Secretary

P.S. As you are doubtless aware, the Suggested Text is merely a model, and we welcome any changes you wish made - or perhaps you will want to send us a completely new letter.

Every Yale Alumnus a Contributor to the Alumni Fund in 1951—Yale's 250th Anniversary Year

Yale Alumni Fund

CLASS AGENT'S MANUAL

November 15, 1949

Highlights of the 1949-50 Campaign

End of October: President Seymour's letter, analyzing Yales's current situation, needs, and plans, was mailed to all alumni. Three other letters of this series will be distributed at intervals.

October 28-29: A convocation of Reunion Agents and of Regional Committee Chairmen and representatives was held in New Haven.

Middle of November: A condensed Annual Report will be distributed to all alumni within a few days.

November 15: Class Agents asked to begin sending in the texts for their first letters, to be dated and mailed February 1.

November 16: Annual Class Agents' Dinner.

February 1: Class Agents' first letters mailed. This year it is of urgent importance that Agents observe the suggested time table as closely as possible. Twenty Regional Committees will start their follow-up work on February 21. Obviously, Regional Committee workers will be greatly handicapped in their efforts to serve the Agents if the Agents themselves have not sent out their initial letters.

February 21: Regional follow-up begins.

Soon after the middle of March: Class Agents' second letters mailed.

May 15: Class Agents' third letters mailed.

June 1: Chairman's "cleanup" letters mailed to all non-contributors.

June 30: Campaign closes. Gifts dated later than June 30 will be carried forward to the 1950-51 campaign.

* * * *

Regional follow-up:

Twenty local committees have already been formed, or will be fully organized by February 21, "kick-off" date for their activities. These committees have one purpose, and one purpose only - to help the Class Agents do a better job for Yale. Please cooperate closely with them, and use them as much as you can. Unless you request the New Haven Office to withhold special names from local solicitation, all non-givers in your Class in those areas will be followed up by these Regional Committees. Whatever gifts they receive will, of course, be credited to your Class in the usual manner.

The first of February an up-to-date list of Committee Chairmen will be sent to you. Do not hesitate to ask them to devote special attention to any particularly good prospect on your list.

In the envelope at the back of the Manual will be found a Handbook which was prepared for the use of these Regional Committees, and which explains in detail how they will operate.

In writing your classmates located in one of these organized regional areas, it might be well to add some such informal note as, "Local committee members have volunteered to help us reach 100% in our Class. So look out: they will probably be after you if you don't contribute promptly!"

Special Gifts Committee:

An over-all Special Gifts Committee on a national basis is being organized, the purpose of which will be to assist the Agents in devising methods of personal approach to prospective large donors in their Classes. Its Chairman is James F. Burns, Jr., c/o Harris Upham & Company, 14 Wall Street, New York 5, New York.

Supplies:

At the end of the Manual will be found an envelope containing samples of standardized supplies.

Quotas:

Your Directors are convinced that the quota system was a substantial factor in last year's forward progress. Many hours have been devoted to devising what we have aimed to make the fairest possible division of this year's task among the various Class Agents. Our Alumni Fund support is essential to Yale. Please do everything possible to insure that your Class will will meet its quota. Please look upon this quota as a floor, and not as a ceiling, for Yale needs far more than we have promised to supply.

Preparation of Letters:

Our New Haven Office serves some 350 Class Agents. It is a far greater task than most of us realize. Please send in the texts for your letters at the first possible date. If you do this, it will enable the New Haven Office to serve you and all the other Agents without resorting to expensive overtime charges for additional clerical help.

TONE OF 1950 CAMPAIGN

Last year the President recommended and the Corporation approved an increase in faculty salaries totalling $400,000. Yet, the President has stated that even this is inadequate.

Last year the Corporation, acting under the President's recommendation, ratified a policy of reducing the undergraduate body from a postwar peak of 5,600 toward the prewar figure of less than 4,000.

This year the Corporation voted to raise the percentage of scholarship-aided entering freshmen from 25% to 30% of the class. The quality of the applicants forbade any other decision. The result was the awarding of $335,000 to the Class of 1953 in scholarships and other financial aid, the largest such appropriation ever made. It was part of a record-breaking scholarship and aid appropriation of $1,160,000 for the University as a whole.

These significant decisions and their implementation call for thoughtful consideration by Yale men everywhere. The policies voted will have far-reaching consequences not only for Yale but for higher education in the national sense.

The increase in faculty salaries is a step toward enabling Yale to maintain its present faculty at more adequate standards, and to continue to attract the best teachers and scholars.

Smaller classes, closer and more intimate atmospheres of instruction, and a further step toward the realization of quality as opposed to quantity in Yale education -- these will stem from the reduction of the undergraduate body to normal size. Since the war years Yale has been a bustling, overcrowded university with an overworked faculty, first doing all it could in the interest of the war effort, then taxing its energies and facilities to accomodate the pent-up flow of young men who had had their educations interrupted by the war or had "come of age" during the war, both in years and maturity, and now sought to begin their adult civilian lives with the valuable background of a Yale education.

Obligations to the returning veterans have been largely fulfilled, and it is no longer permissible to continue the kind of overcrowding that has necessarily prevented realization of the best educational possibilities.

The increase in percentage of freshman scholarships was necessitated by a basic Yale purpose: to draw the finest types of young men from all parts of the nation, and from abroad, and to avoid limiting the selection to any specific economic or social level.

These policies are essential to enable the University to maintain its position at the highest level of educational institutions. But the decisions were not made without full awareness of what they would mean to Yale's financial structure. The decrease in income from tuition and the higher expenditures for scholarships and faculty salaries are bringing Yale face to face with deficits which cannot be permitted to continue. For last year the Treasurer reported an operating deficit of $525,000. Without the help of the Alumni Fund, this operating deficit would have totalled over a million dollars.

For this year, the President has found it imperative to recommend and the Corporation to approve a budget far in excess of anticipated income. A significant increase in our annual giving must take place if these important policies are to be continued. While some alumni have regularly and generously supported the fund, far more have regarded the Fund's appeal as a roll call and have given only token amounts. This segment of the alumni body must be awakened to contributing in proportion to their means and to their other most highly-regarded philanthropies. Finally, the fact must be realized that the majority of the Yale alumni body does not contribute anything to the Fund. This large group must be aroused to the needs of the University which provided the educational background for the pursuits they now follow.

It is in these areas that the Fund must make its gains to enable Yale to move forward in these difficult years.

YALE UNIVERSITY
NEW HAVEN CONNECTICUT

OFFICE OF THE PRESIDENT

October 1949

Fellow Alumni:

THIS is my last autumn as president of Yale University. Before handing over my responsibilities to my successor I am anxious to report upon the conditions confronting the University which must be squarely faced in our determination to maintain Yale's position of educational leadership. Especially I want to make clear the circumstances which have led me to recommend and the Corporation to approve a budget for 1949–50 in which expenditures will exceed our indicated income by a large amount.

At the moment, Yale's greatness among the universities of the world is unquestioned. We have at Yale the three major factors which make up a great University—a faculty of eminent teachers and scholars, a representative student body of the highest quality, and one of the great libraries of the world. In these respects, taken all together, we are unsurpassed. Yale's graduates of past generations and her living alumni have made of this University a fortress of western civilization. To preserve and develop our existing strength I am calling for your help. You are generally familiar with the highlights of recent Yale history; but I ask your careful reading of this letter and others to follow so that you may understand the problems which we face as we fulfill our obligations and capitalize upon our opportunities.

During the postwar years our operating expenses have increased by $6,185,646. During the same period our income from endowment increased only $1,003,560. We have been able to maintain effective educational methods with increasing difficulty and only because of the increased tuition rates paid by 9,000 postwar students as compared with our prewar enrollment of 5,300. In order to preserve the quality of Yale education we are now gradually reducing the number of students. This means inevitably a reduction in our income.

Last year I recommended and the Corporation approved an additional $400,000 annually for faculty salaries. That step is reflected in our existing deficit. And even that addition is entirely insufficient to meet the increased cost of living which, especially in the case of assistant professors and instructors, has each day become more difficult and discouraging.

But dollar compensation is not enough. We must assure to our faculty opportunities of pursuing that scholarly research which attracted them to the academic life and which is essential to good teaching. We need fresh funds, in large amounts, so that our faculty shall have the chance to engage themselves in enlarging the boundaries of knowledge and to participate in new and vital educational projects. These are the men who are devoting themselves to the training of our youth with an inestimable loyalty. We cannot starve them in either an economic or a scholarly sense.

Our program of scholarship and student aid is the second major problem which we must meet in order to maintain the traditional Yale. As the veterans' benefits run out this problem becomes increasingly difficult. We are committed to the policy of attracting to Yale students of the highest promise from all parts of the nation, regardless of their financial background.

They will work hard and we provide useful remunerative employment for them. But they need further help. Last spring the Corporation approved a grant of $400,000 from general University funds for scholarship aid. This is again reflected in our existing deficit. Thereby the percentage of scholarship students was increased from 25% to 30%, which enabled us to accept outstanding candidates who otherwise could not have come to Yale. To meet these necessities we need—and need badly—the war memorial scholarships recommended by a special committee of alumni and voted by the Corporation as Yale's tribute to her war dead. I shall discuss this later in ensuing letters.

These special appropriations for increased faculty salaries and for scholarships account largely for a budget in which expenses exceed prospective income. But there are other necessities which we must meet promptly if we are to maintain our educational leadership and which will entail increased expense. I have in mind the reinvigoration of departments of study in which Yale was once preëminent and which are now suffering from a restricted budget. I have also in mind vital courses of study essential to the training of our students to carry the responsibilities of citizenship in a new type of international economy and society. The strengthening of our curriculum by the courses necessary to meet this challenge, together with our policy of reducing the number of our students, will result in increased expenses and reduced income.

We have not undertaken this policy without a careful plan to insure the accomplishment of our objective. Guided by faculty recommendations and with the advice of the University Council the Yale Corporation has determined specifically the nature of our immediate and long-range needs. Committees of the alumni are being established throughout the nation to explain Yale's problems to their fellow alumni. Through the University Committee on Endowment and Gifts, recently established by the Corporation, understanding and support of Yale's capital needs will be sought. We expect to keep you in close touch with our plans through the *Alumni Magazine* and in future communications from me.

Never before has the nation stood in greater need of the service that can be given by the privately endowed institution, independent of government grants and free from external controls. I believe that as you understand the problems that go with the challenge we face and the opportunity we enjoy, you will give your vigorous support.

Charles Seymour

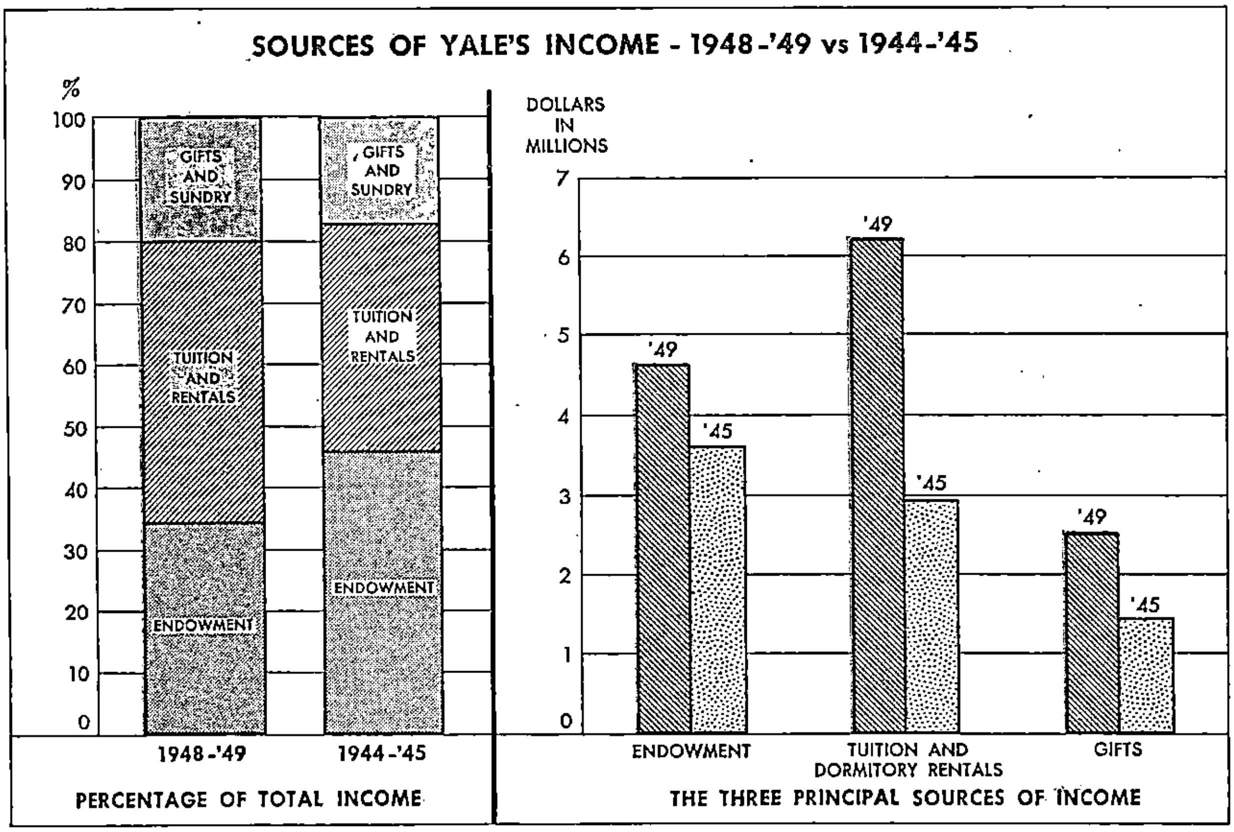
On the following pages the University Council, through its Office of Development, presents certain basic information about Yale's financial problems. The figures show that the picture of Yale's income and expenditures has undergone a drastic change since the last war year, 1944–45; that Yale's endowment cannot be relied upon to meet present requirements, that tuition rates should not be increased further, and that more gifts for income and capital are imperative if Yale is to continue in the front rank of the nation's universities.

"YALE'S ENDOWMENT," one alumnus writes, "is so large that I wonder why Yale needs more money." The answer is that because of the broadened demands on education and the strain of inflation, the present cost of running the University makes Yale's endowment inadequate for its needs.

In the academic year 1944–45, the last war year, income from endowment provided $3,608,000 or 45% of the total income for the year. A short four years later, however, income from this source, although increasing to $4,600,000, represented only 34% of the total income. In the year 1948–49, the cost of operation was 78% greater than in the year 1944–45, but income from endowment increased only 28%. (See charts.)

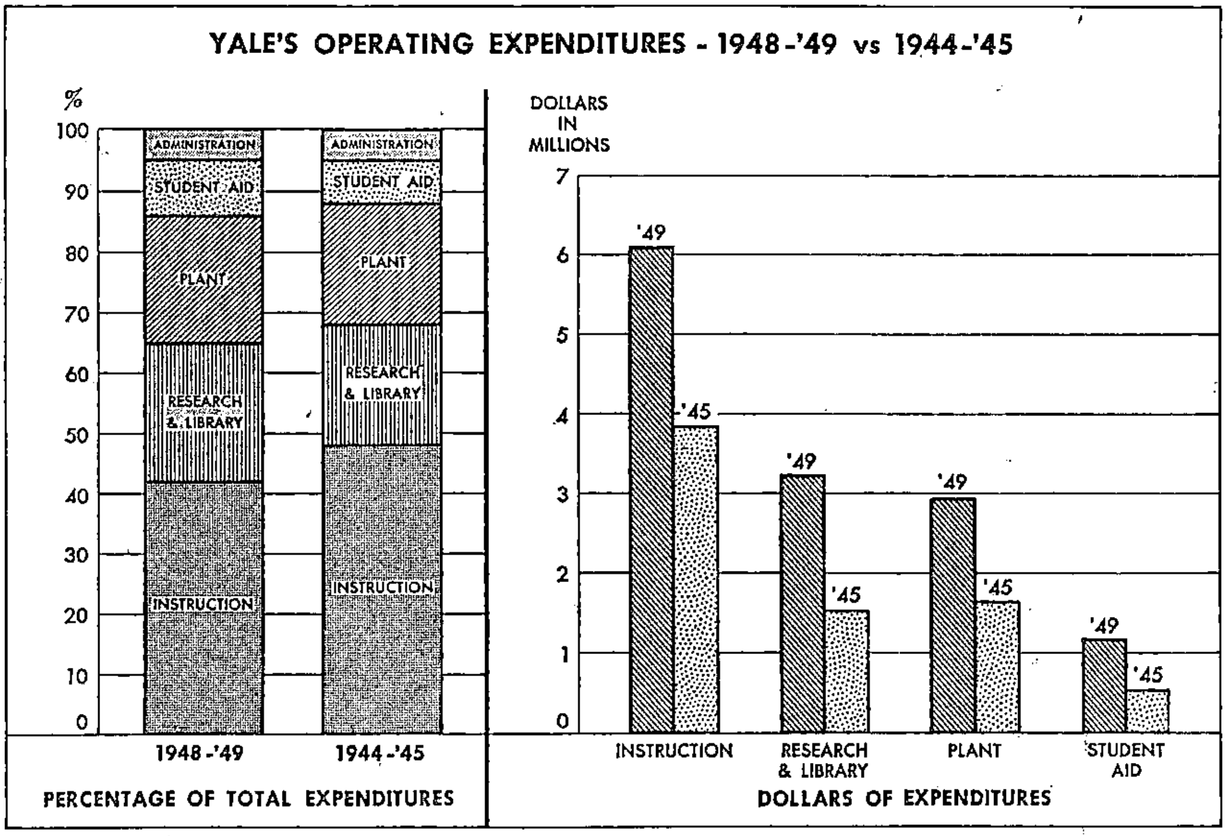
Even if it were desirable to do so, Yale could not spend the principal of its endowment for current requirements—professors' salaries, scholarships, and buildings. Down through the years, the Corporation has accepted capital gifts from alumni and other friends on three broad conditions: (1) only the income from the gift can be used, and only for specific purposes; (2) only the income can be used but it may be devoted to general purposes; (3) both the principal sum and the income can be used for general purposes. Gifts of this last type are entirely unrestricted, but only a small fraction of Yale's endowment falls in this category.

It must be remembered that the endowment serves primarily to produce income. This income is not sufficient to meet Yale's current needs.



YALE'S INCOME —Yale's income is derived from three major sources—endowment, tuition, and gifts for current expenses. Total income for the year ending June 30, 1949 was 70% greater than in 1945. As we have seen, endowment income increased only 28%. The outstanding increase in the University's income was from tuition and dormitory rentals ($2,900,000 to $6,260,000, or 115%). With tuition now at $600 as compared with $450 in 1945, a further increase in tuition rates at this time is inadvisable because it would discourage applications from many students of the type we want. Income from tuition and rentals now provides 46% of total income as compared with only 37% in 1945. (See preceding chart.)

Gifts for current use increased from $1,100,000 in 1944–45 to $2,100,000 in 1948–49, or 93%. This includes the Alumni Fund which increased from $280,000 to $415,000 or 48%. In the year 1948–49 current gifts accounted for 16% of total income. This is, on the face of it, a very gratifying record and reflects the understanding devotion of many of our alumni and friends of Yale. In view, however, of the comparative inflexibility of endowment income and of the inevitable decrease in income from tuition as the Yale student body is gradually reduced in size, additional gifts to both capital and income are imperative if the quality of Yale's education is to be preserved and its doors kept open to all youth of real promise.



YALE'S EXPENDITURES—For the year ending June 30, 1949, Yale's expenditures aggregated $14,182,000, or 78% more than for the corresponding year 1945. Costs of instruction, however (largely faculty salaries), were but 58% greater, even though Yale had 9,000 students in 1949 and only 5,300 in prewar years. Expenditures for the library and museums increased 58% during this period. *In contrast,* the cost of maintaining buildings and grounds (mostly salaries and wages of non-academic employees) rose 80%, and the physical plant has not changed materially since 1945. Moreover, appropriations for research have doubled since 1945, but in many departments these funds are still inadequate for even their most evident needs. The amount expended for scholarships has more than doubled since 1945, and now with veterans' entitlements running out, the need for Yale's proposed War Memorial Scholarships has become even more urgent.

This chart presents a picture of Yale's postwar financial situation. It will be seen that the proportionate amount spent for instruction in 1949 is much less than it was in 1945. If this trend is not reversed, the significance of Yale as an educational center cannot be maintained.

A GREATER NEED

The greatness of a university depends on three elements, each interdependent. A distinguished faculty and a fine library are two of these. The third is a keen-minded and alert student body composed of young men of integrity and character.

Yale has, to an extraordinary degree, these three important elements. Her faculty is widely acclaimed as outstanding, her library is one of the most complete in the world, and her student body, national in scope, meets the most rigorous standards.

One important reason for the excellence of Yale's student body is the University's Scholarship Aid Program. Were it not for this, many boys of exceptional promise would have been unable to enter. Over a million dollars will be spent this coming year on this program. Much of the financial support of the Scholarship Aid Program comes through unrestricted funds given each year to the University by the Alumni Fund.

Faculty salaries, still seriously inadequate, were moderately increased last year, yet even this first step might have been impossible had there not existed confidence in growing Alumni Fund support.

The University is embarked upon a clear policy of accelerated self-improvement, in the conviction that its alumni will support that as they would no other.

President Seymour has announced that this will be his last year as head of our University. I hope our Alumni Fund will this year substantially surpass anything we have previously accomplished, and in so doing give Charles Seymour renewed evidence of our approval and our belief in the importance of the institution he has so wisely guided.

EDWARD M. GREENE, JR.
Chairman.

Some News aper Comments:

Yale in the Red

Do you have financial troubles? Well so do college presidents, particularly the presidents of privately-financed, privately endowed colleges, as distinguished from state universities which are supported by the public treasury.

Yale is an outstanding example of the private college, and we are told by Prescott S. Bush a fellow of the Yale Corporation that Yale University operated at a deficit of $526,000 for the fiscal year which ended June 30, 1949. Furthermore, Mr. Bush predicted that Yale's decrease in income for the current year would reach a million.

Endowment income has not been keeping up with the increase in modern expenses. Furthermore, Yale needs some new buildings and other improvements and as usual, the alumni fund must be called upon to make up the needs.

Yale's experience in this respect can probably be duplicated by Harvard and a score or more of other famous institutions of learning which,—though the public hardly realizes it,—have been able to carry on through all these years only through the generosity of individual givers, mainly alumni.

State universities present their budgets to state legislatures and generally get most, if not all, of the money they seek. This makes the going all the harder for the privately-financed universities for they have to keep up with state-financed competition, sometimes of a highly lavish order.

Legislators have a warm spot in their hearts for state colleges, probably because of the feeling that higher education is so important it ought to be available to every young man or woman who desires it, and that it is the duty of the taxpayers to provide it.

Yale, as we said, needs a lot of things. Some new buildings, some new endowments and a new football team.

Above, Editorial from *Bridgeport Post* of October 18, 1949

Yale Called Upon To Meet Rise In Costs

President Seymour Presents Situation To Regional Groups

New Haven, Oct. 14.—(AP.)—President Charles Seymour of Yale asserted today that the university must increase its financial resources or else reduce itself "to the status of a second rate institution."

Blaming increased costs for part of the university's plight, Seymour in a speech to representatives from 84 regional Yale associations made no specific proposals for getting more money. He said, however, that Yale would look to its alumni and friends rather than to government for assistance.

He told the representatives, meeting here to discuss Yale's future:

"Today there is an increasing tendency if your troubles are serious enough, to go and lay those troubles in the lap of the government.

"That is not Yale policy. Our needs are very great but we shall meet them out of our own strength."

"This we do in the conviction that freedom from dependance on any external resource is essential to the sort of education we offer. But there is the further obligation that in time of difficulty Yale set an example of self-reliance."

Seymour said that during the post war years, university expenses had exceeded endowment income.

"Up until the present year," he said, "university operations have reflected a net balance. But now, for a variety of reasons, it is certain that for an indefinite period, those operations will result in a red figure unless decisive measures are undertaken"

Seymour, saying that the Yale Corporation considered it "unthinkable that at this time we should enter upon a policy of studied recession," laid the problem before the meeting in these words:

"We face a clear alternative: On the one hand by cutting expenditures we can balance our budget and reduce Yale to the status of a second rate institution; or on the other hand we can increase our resources. The challenge is clear. I do not think we shall fail to meet it."

Right, Hartford *Courant,* October 15

Yale Has Deficit Of $526,000 for Its Fiscal Year

Alumni Told Reserves Are Dwindling; Funds To Be Sought for New Buildings

NEW HAVEN, Conn., Oct. 15 (AP).—Yale University showed an operating deficit of $526,000 for the fiscal year which ended June 30, 1949. Speaking at a convention of alumni representatives at the university, Prescott S. Bush, a fellow of the Yale Corporation, predicted that the decrease in income for the current year would reach $1,000,000.

The drop has been charged to a special reserve fund set up for post-war adjustments and contingencies which, Mr. Bush said, now has been pared to $199,000.

Mr. Bush declared that the situation calls for internal economies and strict budgetary controls.

"But," he said, "it calls for an increase, also, in current income, both through substantial gains in the Alumni Fund and in endowment for faculty and scholarships."

Preservation of "Yale's preeminence," Mr. Bush said, "requires improvements and additions to our plant and buildings. Some of the necessary buildings will make for economy of operation, notably a new Administration Building. Some will make it possible for Yale to continue to attract desirable students, teachers and scholars . . . by offering facilities for study and for research which are now sorely lacking."

Mr. Bush said that the Alumni Fund will be the principal vehicle for making Yale's needs known to alumni and friends and urged cooperation "by follow up solicitation on the local level."

Discussing the capital program for Yale's most urgent needs, Mr. Bush asked each alumni association to have a committee working on the university's capital program on a year round basis.

"In June, 1951, Yale will celebrate the 250th anniversary of its birth," said Mr. Bush. "In those 250 years it has become one of the greatest centers of learning and one of the greatest character builders in America. It has trained great leaders of church and state, leaders in teaching and the other learned professions, leaders of the press and of American industry.

"It is our hope and immediate aim that by 1951 commencement we will have made sufficiently great advances toward our goal for the alumni fund and capital additions that there may be cheering on Yale's campus on that great Commencement Day, cheering that will come from a deep sense of gratitude that Yale has won again."

Right, New York *Herald Tribune,* October 16

Reprint from THE NEW YORK TIMES, Sunday Edition, October 30, 1949

THE THREEFOLD CRISIS IN OUR UNIVERSITIES

By
Seymour E. Harris

A crisis stemming from fiscal problems, it is social and political as well as educational.

America's 1,600 colleges and universities reopened this fall under a cloud of economic uncertainty. For higher education in this country is facing the most serious financial crisis in its history.

The crisis is social and political as well as educational. The future of the United States rests in no small part with our colleges and universities. They train the teachers who mold our youth, the scientists who largely determine our standard of living and security, the medical men and women who keep us healthy, the architects and engineers who plan and build for us, the lawyers who impose some order in our complicated relations. And increasingly, our institutions of higher education turn out the legislators, business men and journalists who influence and determine policy.

Yet despite the increased importance of highly trained personnel in an increasingly complicated world, we have been spending a smaller percentage of our national income on higher education each year. In 1932 our colleges and universities spent $420 million, an amount equal to about 1 per cent of the national income. By 1940, the sum had decreased proportionately to about seven-tenths of 1 per cent. In 1947, the percentage fell to less than one-half of 1 per cent. The percentage we spend this year will be no larger than the 1947 figure.

If we spent as high a percentage of our national income for higher education this year as we did in 1932, our colleges and universities would have $1 billion more available to them. If we spent enough to maintain -- much less improve on -- 1932 standards, we would have to increase our school expenditures by $500 million a year.

The picture becomes even gloomier when enrollment is taken into consideration. Since 1932, the number of students at our colleges and universities has almost exactly doubled. We are, therefore, with a strangely inverted logic, spending half as much of our national income to educate almost twice as large a proportion of our population.

One final matter must be included to indicate why the 1949-50 school term may be "The Year of Crisis" for American higher education. This year the general trend toward inadequate college incomes has been accentuated by a falling off in the enrollment of veterans attending school under the GI Bill of Rights. As a generalization, every additional student represents a financial liability to the school of his choice; at no American college or university does tuition cover the full cost of the education received. Veterans, however, have proved exceptions to this rule, particularly at some of the smaller colleges. They have been profitable because their tuition fees have exceeded the additional outlays required to finance them.

Two years ago, the Veterans Administration spent about $1 billion on higher education, of which approximately one third flowed to university treasuries as tuition. This fall, according to a recent survey of sixty representative colllleges and universities, 200,000 fewer veterans registered than did a year ago.

Serious as the reduced veterans' registration must seem to university controllers, it is the long-term trend which constitutes the major problem. Decreased funds per student mean, in bald and simple language, a poorer education for each student. With less money to spend, our colleges and universities cannont keep their libraries up-to-date. They cannot expand and modernize their physical plant. They cannot purchase the new laboratory equipment necessary to modern research.

Most important of all, our institutions of higher education today cannot afford to pay salaries high enough to furnish first-class teaching to all students. The President's Commission on Higher Education found that in 1945 the top 1 per cent of our college professors averaged $4,200 for the school year. Professors in the median group averaged $2,684. Those in the lowest 10 per cent averaged $1,310, a figure nearly $1,000 a year less than the average pay of ordinary workmen. Since the pre-war period, salaries of college professors as a group have increased only about half as much as have prices.

As might be expected, this deplorable underpayment of professors has drastically lowered educational standards. In the first place, a great many promising young men and women who might have become brilliant scholars and teachers have elected to earn a decent living in government or business rather than a threadbare one on the campus. In the second place, those who have chosen to teach have been forced into extra work to augment or stretch their incomes; college professors today increasingly teach in summer school, lecture before business men's organizations and ladies' clubs, take in student roomers (a thriving industry even on fashionable Brattle Street in Cambridge), and share household chores with their wives. Each year faculty members became more overworked, more neurotic, more weary, more irritable; their research and productive writing and teaching suffer correspondingly.

Finally, the shortage of funds has prevented our colleges and universities from expanding their faculties at the same rate that enrollment has increased. As a result classes are larger and each student sees less of his professors. And most of the new positions which have been created are junior professorships and fellowships, so that throughout the country our faculties are now disproportionately young and inexperienced.

What has caused this proportional drop in college income with its alarming concomitant of inferior educational practices? Inflation must bear part of the responsibility. Our colleges and universities, particularly the private ones, have been unable to raise income as rapidly as costs have risen; since 1939 tuition fees have increased only about two-thirds as much as have prices. It is this inflation which largely explains why the percentage of national income spent on higher education has fallen at the same time that the total dollar figure has increased -- skyrocketing prices have outdistanced the gains in money income.

Another cause of the comparative decline in college incomes -- and one that is related to iflation -- is the reduction in the going rates of interest. In 1931 forty-five more or less "typical" institutions were still earning 5.27 per cent on their investments; in recent years the average return has gravitated around 4 per cent. And even this percentage has been maintained only by trebling the proportion of risky investments as compared with 1929. Should a serious depression develop, the investment capital as well as the investment income of many schools may well be jeopardized.

Finally, college incomes have been directly lessened by the reduced role played by philanthropy in financing higher education in recent years. In the first thirty years of the twentieth century our colleges and universities received about $500 million per decade from gifts and endowments; in the Thirties they received only $250 million. The figure will bounce back to something over $500 million for the Forties, but, when measured as a percentage of total school income and in purchasing power per student, this works out to much less than half the receipts received from philanthropy in the Twenties. This is aside from the fact that each dollar invested earns much less now.

Most of the drop in receipts from philanthropy has, as might be expected, been due to burdensome income and inheritance taxes and to the increased appeal of non-college requests for aid. In recent years the nonsense published about Communist infiltration in the universities has also tended to inhibit the generosity of the rich.

What can be done to solve the fundamental problem and stop the dangerous trend toward lower educational standards today? The obvious, if superficial, answer is to remove the major causes of the universities' plight -- to lower prices, increase interest rates and reduce income and inheritance taxes. But our colleges and universities can't control these factors, and the present Administration in Washington is committed to a low interest rate policy and is not taking active steps to reduce prices or taxes.

The President's Commission on Higher Education took full notice of the seriousness of the problem and proposed a comprehensive if not entirely convincing solution. The commission presents a budget of $2.6 billion for higher education for 1960, and further suggests $1 billion in Federal scholarships and fellowships annually, and capital outlays of $8 billion over the next twelve years. These quantities of money are ample, but nearly all of them, under the commission's program, would have to be supplied from governmental sources.

It is here that the commission's recommendations become unrealistic. First, they put a burden on the Federal Treasury which is excessive in the light of other demands -- there isn't the slightest chance that the Congress will vote $3-4 billion a year for higher education when defense, foreign aid, social security, natural resources development and the like are all pecking away for funds. Second, the commission's program demands that state governments contribute about $1.4 billion a year, a figure five times higher than the 1940 expenditures for higher education of those governments. Actually, if the commission's program were adopted, 20 per cent of all state tax revenues would have to be earmarked for higher education.

More governmental financial aid to our colleges and universities is necessary, but it cannont be on the scale proposed by the President's commission and it alone will not solve the problem.

A second basic approach is increased tuition. Many schools have already tried this. Tuition has increased by 52 per cent since 1941-42 in institutions of all kinds. As Benjamin Fine pointed out in an article in this newspaper recently, tuition has risen, on the average, from $205 in 1941-42 to $312 this year.

But higher tuition rates keep able sons and daughters of financially handicapped families from attending college. In a purely numerical sense, this is disadvantageous to those schools which are trying to increase or even maintain enrollments. Much more important, it is undemocratic. Already, in New York, the children from families with incomes of $9,000-$10,000 have three to four times as good a chance of going to college as those from families with the average income of $2,500. Aware of the danger of limiting higher education to the financially successful, educators are shying away--and rightly so--from further tuition increases.

There remain four possible ways by which our colleges and universities can re-establish their financial equilibrium and resume their progress toward sounder and more complete higher education for all who might profit by it.

First, philanthropy may be enticed to increase its contributions. Although recent efforts to obtain more and larger gifts and endowments have not been exciting so far, there is at least a strong possibility that aggressive public relations campaigns which emphasize the seriousness of the need may produce helpful results.

Second, "price discrimination" in education can be practiced on a much broader scale. Nearly all colleges and universities now try to do something to help the needy student; they should also try to do something to obtain help from the rich student. Although tuition rates in general must not be raised, tuition rates charged to wealthy undergraduates can well be raised enormously. I believe our schools should seriously consider furnishing an education at a profit to affluent students.

Third, many of our colleges and universities can make their teaching dollars go farther. Too much high-priced ability is going into routine tasks. For example, for more than ten years one of the world's leading social scientists had to write all his correspondence in longhand (most of it to students and professional colleagues) and also do most of the calculating and fact-collecting for his research. Much of this was work that could have been done by a $2,000-a-year secretary or $3,000-a-year assistant. Relieved of these chores the $10,000-a-year professor might well handle more classes or other duties pertinent to teaching; the initial increase in the budget would soon be canceled out by the greater use of teaching abilities.

Moreover, it is possible that other economies can be obtained by greater efficiency in the business functions of the institution. Certainly this field is being intensively explored.

Finally, certain of our colleges and universities can consolidate. No great injury would be done the country if a substantial proportion of its institutions of higher education were closed. Many offer an educational product of doubtful value; many opened only in response to the demand created by GI funds, and are not worth preserving. By reducing the number of schools we will be able to increase the size of the remainder and thus lower unit costs.

This does not mean that large institutions alone should be preserved, for many small colleges -- e.g, Amherst, Haveford, Swarthmore, Williams -- contribute much to higher education. But some colleges might be converted into universities and many of the rest into junior colleges -- the spread of local junior colleges offers many advantages, including some economic ones. Both educationally and financially the country might well be better off if many of the rest of its colleges closed their doors.

What does this all add up to? A reasonable goal would be an annual budget for higher education of $2 billion by 1960, compared with $500 million before the war and about $1 billion a year in the early post-war days. If our more financially unstable schools consolidate or close, and if all our schools practice all reasonable economies, this figure should permit us to do a satisfactory educational job. About $600 million of the $2 billion might be supplied by the Federal Government and about $200 million by state governments. The difference between the remaining $1.2 billion and our schools' present income would have to be supplied by increased contributions from philanthropy and increased tuition from the wealthy.

If we plan the financial future of our colleges and universities along these lines, and if we attain these goals, we will be able to perpetuate and strengthen the American tradition of excellent higher education. If we don't we will be faced with what may well turn out to be one of the most serious educational, social and political failures of our history.

University Finances

By Marcus Robbins, comptroller of the University

> Last year Yale spent $17,000,000. Where did the money come from? Where did it go? In the following article Marcus Robbins analyzes for the layman the University's financial operations. Some of his figures and statistics will surprise you. The article is required reading for those of us who never find time to study the Treasurer's Report.
>
> *The Editors*

YALE UNIVERSITY is a large complex organization consisting of trustees, faculty, clerical and service employees, students, laboratories, libraries containing nearly 4,000,000 volumes, museums, three power plants, hospital affiliations, dormitories for the greater part of its students, athletic fields and so forth. The vastness of this enterprise justifies the question frequently asked—where does the money come from to meet Yale's budget?

Yale is not run for profit—it is operated for service. As a going concern it is dependent in large measure upon the income from endowment funds and from gifts for current expenditure and grants for research.

At the turn of the century the gross income of the University was less than $1,000,000. At ten-year intervals the results were as follows: 1908—$1,100,000; 1918—$1,800,000; 1928—5,900,000; 1938—nearly 8,000,000. The increases were greatest during or following the years of the First and Second World Wars. During the period from 1918 to 1928 income more than tripled, and from 1938 until 1948 nearly doubled. In the fiscal year that closed June 30, 1948, Yale's total income for educational purposes aggregated in round figures $14,000,000. This does not include the Dining Halls and the Athletic Association which had revenue of $2,000,000 and $625,000 respectively. These two departments are not consolidated in the Treasurer's Report with University educational operations, but if they were included the total would be approximately $17,000,000.

Sources of Income

The sources of income to meet Yale's operations are from endowments, student tuition and fees, dormitory rentals, and gifts from alumni and friends. The approximate amount received from each of these sources is published in the statement of the Treasurer for the year ended June 30, 1948, as follows:

Income from investments	$4,777,000
Tuition and other fees charged to students	5,195,000
Dormitory rentals	1,328,000
Gifts for current expenses	2,275,000
Sundry sources	474,000
	$14,049,000

Yale News Bureau

Marcus Robbins, comptroller of the University.

Investments

A half century ago the endowment funds of the University amounted to about $5,000,000. In the Treasurer's Report for the year 1917-18 they were listed at $21,000,000. Today the figure is well over $121,000,000. (Not including the cost of the educational buildings and equipment).

Here is the way Yale's $121,000,000 are allocated for income purposes. It should be pointed out that *the allocation of endowment funds was not made arbitrarily but was determined by legal restrictions attached to the various gifts and bequests.*

For general educational purposes	$72,208,000
professorships and teaching	16,804,000
lectureships	464,000
fellowships, scholarships and prizes	11,938,000
research and publication	5,348,000
libraries	3,575,000
maintenance	5,372,000
annuity and accumulating	2,181,000
other specific purposes	740,000
student loans	1,370,000
Building and expendable funds	840,000
Reserve funds	1,208,000

Except for a few special instances, the endowment funds have been pooled for investment purposes. This makes it possible to obtain the maximum income at a minimum of expense. Rates of return on endowment fund investments over the last few years have averaged more than 4%.

The gross income received on these funds during 1947-48 hit an all time high of approximately $4,777,000. If there is a business recession and corporation profits affect dividends and interest payments, a continuation of such income cannot be expected.

Big as these income figures are, they are not big enough to meet the demands of the increasing budget. It is popular belief that the financial uncertainty of the future and the attendant higher tax rates now in effect, with additional increases asked by the President of the United States, may seriously affect future gifts for capital endowment and income rates for current income.

Tuition Fees

Up to the November 1945 term the registration of the University never exceeded 5,300. But by 1948 the enrollment at Yale was over 9,000 of which 5,200 were veterans under the G.I. Bill. This increased enrollment and a raise in tuition rates account for the large tuition and other fees charged to students. ($5,-195,000.) Tuition income in 1948 for the first time exceeded investment income.

Before the war the annual tuition in the undergraduate schools was $450. Because of the increasing educational cost this rate was increased for the year 1946-47 to $500, and to $600 commencing with the academic year 1947-48. A schedule of increased rates for the professional schools was also adopted.

It is expected that Yale will return to an enrollment of 5,300-6,000 by 1952. This will come about principally by graduation of V.A. financed students. Most of the decline in enrollment will occur in the undergraduate schools, and when this happens income will drop more than $1,750,000.

Gifts for Current Expenses

Of gifts made in 1947-48 aggregating $2,275,000 the Alumni Fund contributed nearly one-fourth ($560,274). Had it not been for alumni gifts the University would have closed the year with a deficit.

Over the last ten years the Alumni Fund gifts have increased both in number and amount—but the need for increasing gifts for permanent endowment should not be overlooked. It is here that Yale must look for the time being if it is to maintain a balanced budget.

In addition to the Alumni Fund gifts there were more than three hundred other gifts aggregating $1,714,125 received principally for research and scholarships. Amounts ranged from a few dollars for books and prizes to gifts of more than $100,000 for specific research projects. Most of the larger gifts were from corporations and foundations.

Income from Sundry Sources

Income amounting to $474,000 in 1947-48 consisted principally of an appropriation by the Board of Trustees of the Sheffield Scientific School made annually from the income of funds held by that Board; payments by several fiduciary agencies of income on funds held by them; reimbursement by the United States Government for administrative costs on research projects; and grants to the School of Medicine by agency restricted funds.

Expense Side

What happened to all the income received by Yale in 1947-48? Out of each dollar about 43 cents went to faculty and school administration salaries and expenses; about 16 cents for salaries and other costs of general research; 8 cents for student aid; 20 cents for salaries, wages and other costs to maintain academic buildings and grounds; and 13 cents for salaries and expenses of libraries, museums, gallery, and the general administration expenses of officers and their personnel.

A summary of operations in the published report of the University Treasurer for 1947-48 shows the principle division of expenses to be as follows:

Faculty and School Administration salaries and expenses	$ 5,782,000
Libraries, Museum and Gallery—salaries and expenses	874,000
Salaries and other costs of general research and from gifts	2,072,000
Student Aid	1,074,000
Salaries, wages and other costs for maintenance of academic buildings and grounds	2,655,000
Salaries and expenses of administrative personnel and staff	671,000
	$13,128,000

Let's analyze briefly the above expense categories.

The Faculty.

In the last ten years the faculty of Yale has increased from 958 to 1,396, or 438. This is how these figures compare:

	1938	1948	Increase
Professors	272	352	80
Associate Professors	122	209	87
Assistant Professors	238	314	76
Instructors	306	382	76
Assistants and others	20	139	119
Total	958	1396	438

Considerable comment has appeared in print concerning the scale of salaries paid for educational services. At Yale the rates to professors, except in special instances, range from $8,000 to $12,000; associate professors—$6,000-7,000; assistant professors—$4,300 the first three years and $4,500 the second three years; and instructors' rates are set from $3,000 the first year to $3,500 the third year.

A comparison of faculty salaries at Yale with those of 288 institutions referred to in the minutes of the 37th annual meeting of the Central Association of Colleges and Universities shows that Yale rates are not out of line for professors and associate professors, but are lower for assistant professors and instructors.

It is likely that further adjustments in rates of compensation will be necessary before the temptation to accept positions in commercial endeavor is lessened.

The Library

Library salaries and expenses, including the purchase of books and maintenance of the Sterling Library building for the year 1947-48, aggregated $664,000, consisting of books—$181,000; administrative and staff salaries and expenses—$348,000; maintenance of property—$135,000. These figures are not out of line with average expenditures over the past ten-year period and the total thus spent for the year 1947-48 is approximately $75 per student on the present enrollment of 9,000, or $128 on a normal enrollment of 5,200.

Research

One of Yale's principal functions is general research. This work is carried on by means of income from special research funds and from gifts from corporations and foundations. This work is going forward constantly and the total expended last year was $2,072,000.

Student Aid

This amounted to more than a million dollars in scholarship grants, and $161,000 in long term loans during 1947-48. According to Albert B. Crawford, director of the Student Appointment Bureau: "There is no prospect of a diminution until the high tide of enrollment begins to ebb in 1950 or 1951." Crawford's report, dated October 15, 1948, is full of interesting data concerning present and possible future requirements. There is evidence of a continued need for additional funds.

The amount expended was provided as follows:

Income from scholarship funds	$ 672,226.00
Gifts	98,202.00
Appropriation from general University income	188,274.00
Appropriation from the Board of Trustees of the Sheffield Scientific School	35,861.00
Room remissions, Student Appointment Bureau expenses, et cetera	78,955.00
Total	$1,073,518.00

Maintenance

Expenditures for maintenance of the physical plant at Yale last year aggregated \$3,039,000. This consisted of educational buildings and grounds—\$2,654,617; Athletic Association—\$228,498; and Dining Halls—\$156,087. These costs are more than 20% of the total budget of the University.

More than two hundred buildings require a staff of 1,000 craftsmen, housekeepers, campus police, and other personnel to keep them clean, in repair, and guarded.

Wages and salaries paid to the maintenance staff of educational buildings account for nearly one-half of the property costs, as follows:

Wages of janitors, housekeepers, and police	\$ 867,130.00
Maintenance and Repairs	639,570.00
Light, Heat and Water	751,777.00
Insurance	56,100.00
Care of grounds, housekeeping supplies and other expenses	340,040.00

Rising cost has been inescapable. Take coal, for instance. During 1937-38 coal cost \$4.50 per ton and it is now over \$12.00 per ton. The average tonnage used has not changed very much so that the additional cost to the University on this item alone is more than \$300,000 per year.

Upkeep of dormitories is included in maintenance costs for which student rentals aggregated \$1,328,000, leaving an equal amount of expenses to be met from maintenance funds and general income. A problem will arise in this connection when the present doubling up arrangement in the dormitories no longer exists. The loss from rentals from students for dormitories will exceed the cut-backs in maintenance because of the fewer students housed. This will require a greater appropriation from general income. Administrative officers will not find the solution to the problem an easy one. It won't be possible to reduce wages and salaries unless the market makes a right-about face, and little is to be gained in deferring expenditures for maintenance of plant. Ultimately deferred repairs must be made.

Administrative Expenses

General administrative expenses aggregating \$671,117 consists of salaries of the several administrative officers and their staffs (including the general accounting offices), and several administrative bureaus. Salaries of officers and their staffs, covering 100 persons, aggregated \$336,000—less than 2% of the total university budget.

Other general administrative expenses amounting to \$335,000 include the salaries and expenses of such bureaus as Selective Service and Veterans Affairs; News Bureau; Class Reunion Bureau; Committee on Enrollment and Scholarship; and the more recently created Committee on University Development. Also such costs as publication of various administrative reports and bulletins—the Faculty Directory, Obituary Records, Reports of the President and Treasurer, weekly bulletins, etc.; also audits, legal fees, printing, postage and stationery; and office equipment needed for administration.

It has been stated that the first typewriter was purchased by the University during President Hadley's time. Most correspondence and all accounting was done by hand. Today the University has nearly 1,000 typewriters, and several accounting machines to keep step with modern business. More detailed payroll records are required for employees. A few years ago an employe took home every dollar he earned. Today, social adjustments require the payroll office to withhold and account for such items as withholding tax, group insurance, union dues, savings bonds, medical and hospital service, etc.

Exclusive of the athletic playing fields and golf course, there are more than 160 acres of grounds to be taken care of. In the summer about 60 acres of grass must be cut, and in the winter 55 miles of sidewalks kept cleared. The cost for these services, like all other maintenance costs, has risen during the last decade—in 1947-48 the cost was \$120,000.

Janitors' supplies and other items in connection with the upkeep of Yale's 200 buildings cost another \$200,000.

Health Department

The health of the University community is under the general supervision of the Department of University Health. A fee is included in the tuition of undergraduates and students in the Graduate School, School of Engineering, Divinity School, Forestry and Fine Arts. Other schools assess a fee of \$5 per term. The cost of maintaining the Health Department and the Infirmary for 1947-48 amounted to \$256,000.

In the foregoing review of Yale's finances it is apparent that a \$17,000,000 budget requires more than management to keep it in balance. During 1947-48 Yale did manage to stay within her income, but there is no assurance that this will be true over the next few years. On the contrary the cut-back in student enrollment will reduce tuition by as much as \$1,750,000. And should there be a business recession, corporations will be obliged to reduce payments of dividends and rents, thus decreasing the income from investments.

To keep her leadership in education Yale must have additional funds for research. Modern research involves elaborate equipment and techniques. It is no longer limited to test tubes and model apparatus. University laboratories have become breeding places for ideas. A prime example is atomic energy. Yale must maintain her place in this field and she must have extensive research funds.

The Library must be kept up-to-date with the latest books; the faculty must be paid salaries commensurate with their services; and the physical equipment with rising costs must be properly maintained. These are the problems. Yale has weathered the storms of the past but it would be folly to rest on the assumption that the storms may not shift and thus destroy in hours what has taken centuries to build.

1890 1949

Yale Alumni University Fund Association

Dear ________

As the year approaches its end, you may, after going over your 1949 philanthropies, find that additional gifts will benefit you in meeting your income tax problem.

If you discover this to be the case, you can help yourself <u>and</u> the University by making a first installment on your 1950 gift to the Yale Alumni Fund, with an extra check now.

I think this is worthy of your thoughtful consideration. The Fund stands as Yale's bulwark in facing a growing operating deficit, and we must continue to keep pace with this difficult situation if Yale is to maintain its top-level position among educational institutions.

An extra check today from you will be credited to the 1950 Alumni Fund campaign, and at the same time may make a significant difference in your personal tax return.

Sincerely,

P.S. As I'm sure you know, you can give securities which have appreciated in value, and save money two ways.

Letter No. 1 - Reunion

Dear ______:

This year we will celebrate our 20th. Reunion. In June we will gather in New Haven to renew old friendships and to revisit the campus we left twenty years ago.

But June 1950 means something more than just a celebration to us. As a Reunion Class we are being called upon to make a special gift reaffirming our faith in Yale. And this Reunion comes at a time when the University is hard-pressed to make ends meet in the face of increased costs and a gradual curtailment of income from tuition as the undergraduate body is reduced to the prewar level. But, meanwhile, Yale goes on. It needs more and better-paid teachers. It has scholarship committments to meet, dictated by the determination that Yale must be more truly democratic and representative. Existing departments need improvement, and new courses of study are being called for by this turbulent world.

That Yale can meet these challenging problems, our class must make a special effort this year. Our Reunion Gift has been set at $_______.... and it is a goal which we most certainly should be able to reach.

Yale greatly needs our help. You can answer the appeal by sending your check, made payable to "Yale University", in as large an amount as you are able.

Sincerely yours,

megjr

Letter No. 1 - Non-reunion

Dear ______:

As Yale men everywhere prepare to reaffirm their faith and support of Yale, the University is calling on us to provide an even broader and effective source of strength. For this turbulent world is in turn calling on our private colleges and universities to continue to move ahead in the education of the young men who will soon be taking their places in positions of power and responsibility.

Yale could not go ahead, could not maintain its pre-eminent position in higher education were it not for the support of its alumni. The fact of increased costs, curtailment of tuition income, the need for more and better-paid teachers, greater scholarship aid, and improved departments of study -- all these problems must continue to be solved through the help of Yale alumni everywhere.

President Seymour keynotes the appeal this year:

"Never before has the nation stood in greater need of the service that can be given by the privately endowed institution, independent of government grants and free from external controls. I believe that as you understand the problems that go with the challenge we face and the opportunity we enjoy, you will give your vigorous support."

You can answer the Yale appeal by sending your check, made payable to "Yale University", in as large an amount as you are able.

Sincerely yours,

megjr

PROGRAM
FOR
OBTAINING REUNION GIFTS
FOR YALE UNIVERSITY

This memorandum has been prepared at the request of Mr. Charles Watson, 3rd., Managing Director of the Yale Alumni Fund. It sets forth in the main the tactics used in raising $52,365 as the 25th Reunion Gift of the Class of 1924 Yale College. In addition, it contains recommendations, based upon last year's experience. In other words, we did not do everything listed in this memorandum. But, if we had to do it over again, we would follow the program as hereinafter outlined.

I.

Organization of Reunion Gift Committee

To assist the Class Agent, a Reunion Gift Committee for the occasion should be created. The Chairman should be someone located near the Class Agent. In the last analysis, the responsibility of raising the money should rest on the shoulders of the Class Agent who presumably should know more about the giving characteristics of his Class than anyone else. This responsibility should be made clear from the start so as to avoid any possible misunderstanding. The Class Agent, on the other hand, should put forward the Reunion Gift Committee Chairman as the campaign manager.

I suggest that the Reunion Gift Committee Chairman be selected at least three years before the Reunion, and at the last preceding Reunion if possible. This will afford the Class Agent and the Reunion Gift Committee Chairman an opportunity to work out campaign plans well in advance of the Reunion.

A Reunion Gift Committee of approximately fifteen or twenty should be appointed by the Class Agent and the Chairman of the Reunion Gift Committee. The Committee so constituted should be an integral part of the Reunion setup and listed as one of the important Reunion Committees. Try, so far as possible, to get geographical distribution in the areas where Class members are concentrated. Be sure and have on the Committee several of your classmates who are financially able to make contributions of $1,000 or more, but do not weight the Committee too heavily with the wealthy. Otherwise, the rest of the Class may take the slant that the members of the Committee should produce the money themselves.

II.

Analysis of Classmates for Purpose of Rating.

At least two years before Reunion, the Alumni Fund Agent and the Chairman of the Reunion Gift Committee should analyze carefully the entire list of the Class for the purpose of evaluating the potential gift each member might make. Maybe this should be done earlier. You should obtain a new set of cards for this purpose.

After the giving ability of each member has been appraised with an amount set opposite his name, it is helpful for working purposes to divide the Class into several categories:

1. Those who are able to give $1,000 or more;
2. Those who are capable of giving from $500 to $999;
3. Those who might be expected to give from $250 to $499;
4. Those who might contribute $100 to $249; and
5. Those who could only give from $1 to $99.

In doing this, make no distinction between Graduates, Affiliates or Non-graduates. Rate each according to his financial strength irrespective of his interest in his Class or Yale. The gift rating of each classmate should be checked with the member of the Reunion Gift Committee residing in the same community for verification or correction.

In the case of 1924, we lumped together all those who could give $250 or more and classified them as the special gift group. Approximately 71% of the amount raised for our 25th Reunion Gift to Yale came from this special gift group. In other words, about 16% of those giving (51 out of 295 Class donors) donated $250 or more. Their gifts totalled $34,520.50.

Gifts of $500 or more from 30 living classmates brought in $28,335.50, or 57% of the total. Exclusive of In Memoriam Gifts, there were 13 gifts of $1,000 or over aggregating $18,500.50 which represented 37% of the total amount. There were 52 gifts ranging from $100 to $249. This group gave $7,580 or 15% of the total. To complete the analysis, 192 members of our Class gave less than $100. Their total was $4,599.50 or 9% of the whole.

I cite these statistics (See Appendix A attached hereto) to emphasize the importance of special solicitation of all those who can afford to give $250 or more.

III.

In Memoriam Gifts.

A careful survey should be made a year or so in advance of Reunion of the In Memoriam possibilities. I feel that we did not take full advantage of the In Memoriam source. I can freely say this as it was my personal responsibility. There were 9 In Memoriam gifts, totalling $3,640 or 7% of the entire amount raised. There were 3 In Memoriam gifts of $1,000; 1 for $500 and the other 5 were $50 or less. I do not believe it advisable to solicit In Memoriam gifts before March of the year of the Reunion.

In view of our experience, I recommend that one member of the Class be selected for the Reunion Gift Committee who will have as his special assignment the obtaining of the names of all deceased classmates and the names and addresses of all of their kin. It has occurred to me that the Class Secretary would probably be the best one to perform this service, especially if he has served for any length of time. Presumably, he should know all the circumstances of the families of the deceased classmates or at least better than anyone else, except perhaps the Alumni Fund Agent.

I do not suggest that the Class Secretary make the solicitation. I merely recommend that he be made part of the working team of the Agent and the Chairman of the Reunion Gift Committee with responsibility on him, however, to obtain full detail about each deceased classmate and his respective family. Mr. George P. Day will be most helpful in counseling and advising and even solicitating in connection with In Memoriam gifts.

IV.

Pre-Campaign
Luncheons and Dinners.

At least a year and eight months before Reunion, and earlier if possible, and certainly before any solicitation is made, arrange several small luncheons or dinners of classmates. This proved most valuable in the case of 1924. As a matter of fact, at one of these meetings it was decided to raise $50,000 instead of the traditional $25,000.

Invite ten or twelve classmates, constituting a cross section of the Class, to attend each luncheon or dinner. Have two or three or even more such affairs, if possible, in New York, New Haven or anywhere else where the numbers permit. Never invite the same person twice. Be sure and have such a party held in each city where there is a member of the Reunion Gift Committee and a few members of the Class to attend.

In communities other than those of the Alumni Fund Agent and Chairman, the member or members of the Reunion Gift Committee, of course, should be the organizing spirits. Each member of the Reunion Gift Committee should be carefully briefed. He should be made to feel that his role in the effort is important.

At the luncheon or dinner, as the case may be , discuss with the members of the Class present the needs of Yale and the problems of raising the funds. Do not give them a ready made or tailored program. You may have certain ideas fairly well fixed in your own mind, but even so, get the views of those present. Make them feel that they are part and parcel of the policy group shaping the campaign. So far as possible, have one or more of your large potential donors present on each occasion and especially those who have theretofore not given commensurate with their means. The surest way to crack a hard nut is to let him put the pinchers on himself.

Do not attempt at any of these luncheons or dinners to get commitments or donations. The meetings should all be conducted on a policy-making level. On these occasions you are merely seeking the views, advice and counsel of your classmates.

V.

Campaign Efforts.

A.

As soon after the last of your luncheons or dinners, send out two types of letters - a special one to the members of the group who are expected to give $250 or more and a general letter to the balance. Far be it from me to attempt to suggest the full content of either letter.

With regard to the letters that go out to the special group, a handwritten postscript of a personal nature should be made by either the Alumni Fund Agent or the Chairman of the Reunion Gift Committee. If a personal letter to each could be written that, of course, would be much more desirable.

I recommend that you point out in the letter to the special gift group that it is possible for them to make gifts in at least three calendar years - in the case of 1924, in the calendar years 1947, 1948 and 1949. This special group is probably more interested in obtaining tax credits than the general group, but, of course, this spreading of gifts over several years should likewise be pointed out to the general group.

In case any classmate does pledge to give on a spread basis using two or more calendar years, it is all important that a reminder notice be sent to him early in December of each year so that he will not lose the opportunity of paying his pledge in whole or in part in order to obtain his tax credits for that year.

If you are planning to have your gifts spread out over three calendar years, have your first letter go out to these two groups around the November 15th, a year and seven months before Reunion. If you want to give your classmates an opportunity to spread them over four calendar years, then have your letters mailed on the November 15th which would be two years and seven months before Reunion. A five year spread could be obtained by sending out the letters on the November 15th which would be three years and seven months before Reunion.

I think it important that in the first letter that goes to both the special and general groups it should be made plain that the gift is towards a Reunion Gift and is not to be considered a current gift for the coming current campaign. It is well also to outline the relationship between the Alumni Fund Agent and the Chairman of the Reunion Gift Committee. This will save a lot of subsequent correspondence.

A follow-up letter around the 10th of December every year by the Class Agent or Chairman of the Reunion Gift Committee or both should be encouraged.

Each member of the Reunion Gift Committee should take advantage of every opportunity that may present itself, at casual meetings or formal occasions, to mention to classmates the subject of the Reunion Gift. The more discussion and talk about the Class Gift, the more chances you have of obtaining your goal.

A telephone and telegraph campaign by the various members of the Reunion Gift Committee, calling or wiring those classmates in the special gift group, should be started about two weeks after the first letter. If the date of the mailing of the first letter is November 15, as recommended, then start your telephone and wire campaign on December 1st.

I recommend that all pledge cards and all monies be sent by donors directly to the Alumni Fund Agent. He probably is better equipped to handle the details than anyone else. It should be his job to keep each member of the Committee currently informed of all gifts and pledges and other pertinent facts.

B.

The second phase of the campaign should start sometime after the following first of August. Preparations for that Fall campaign could be made during the Summer with the plan of getting out at least two more letters during the Fall. Again, I would suggest that another letter go out sometime around the second November 15th with a follow-up letter around December 10th.

Carry on with the telephone and telegraph, limiting yourself to those in the special group who have not been heard from or who have not spoken in large enough amounts.

Continue this work each November and December until January 1st of your Reunion year comes around.

C.

Whether your campaign is as short as one year and seven months or is longer, the intensive phase of your campaign should start around the first of the calendar year in which you are going to have your Reunion . Then you continuously solicit from January 1st until Reunion.

The general Reunion Committee and especially its Publicity Committee can be of great help. Some type of a class bulletin should go out every month until Reunion is held. This bulletin would, of course, deal primarily with Reunion activities; but it could also be used as a medium to make the Class conscious of the Reunion Gift to be made. Such bulletins, if well done, will be of immense help in raising a sizeable Class Gift whether or not the campaign is prominently mentioned. Such communications prepare the way for solicitation. They create good class relations and good alumni relations. Work closely with the Publicity Committee of your Reunion.

This does not mean, however, that the Class Agent or the Chairman of the Reunion Gift Committee or the Committee members should be idle. Instead, this is the period during which they should work the hardest. From then on, there should be constant telephoning by Reunion Gift Committee - first to the special group and secondly to the general group of non-contributors.

Several hundred dollars spent on long distance telephone calls will bring amazing results. So far as the Class of 1924's campaign* is concerned, I consider this phase of it the most important.

During this period, every effort should be made to get a contribution from everybody in the special gifts group list and in an amount equal to or more than the ratings. There will be disappointments. But, there will also be surprises.

Telephone to the various members of the Reunion Gift Committee around the country. Galvanize them into action. Get them to telephone or visit in turn.

* Expenses of long distance telephone calls were not borne by the University or by any Class Fund. They were paid by the individuals making the calls.

Go over your original Class Book and find out the names of roommates of men who have not contributed. Telephone or wire or write roommates to write or wire each other. If a former roommate is within reasonable reach, get your man to telephone him and talk with him over the telephone. Enlist the services of those who have not contributed. Even though a non-contributor may not get a contribution from his roommate, he will usually respond with a gift of his own.

Get as many people buzzing communications around as possible.

Be sure and get out a letter a month to those who have not promised to contribute. By this time, the number of those who are classified in the special group who have not contributed will probably be relatively few. To each of them a separate letter should go out each month -- not a form letter, a personal letter.

Carry on in this manner until Reunion.

D.

At Reunion, much good work can be done.

Don't get discouraged if by the time Reunion comes around there are a lot of people who have not contributed as much as you expected. The chances are most of them have given something, but you will probably find that a number of them have not given as much as they should have. Concentrate at Reunion on those whose gifts were below par. Don't dun them to death, but divide the names among the Reunion Gift Committee at Reunion. Persuade a close friend to speak to each below par giver and to each non-contributor. The Class of 1924 raised over $4,000 during Reunion - mostly from persons who had previously given something.

There will usually be a sizeable number of classmates who, for one reason or another, will not show up at Reunion. What about the non-contributors or the below par contributors in this group? Try to get your Class to send on the first evening of Reunion telegrams to <u>all</u> classmates who did not come to Reunion, expressing regret for their failure to return and expressing the wish that they could be on hand to participate in the grand and glorious occasion. To the absentees who live within overnight distance, and who might come if further pressed, put in their wires an additional plea to hit the trail at once to New Haven. The overall coverage will reach the men you want to touch. But don't ask for money in the telegram-merely mention the gift as if only reporting its amount and percentage of contributors. Expenses of these telegrams should come out of the Reunion expenses.

Try to get members of your Class at Reunion to call up their absent classmates with whom they are the closest. Let the expenses there be borne by the various individuals doing the telephoning. This was done in several cases last June at our 25th. Reunion.

The whole effort is to make every member of the Class feel that this is a Class endeavor; that Class achievement is involved; and that all are working towards a common goal. Make everyone feel that the responsibility for the Class Gift is not merely that of the Alumni Fund Agent, the Chairman of the Reunion

Gift Committee and the members of the Reunion Gift Committee or others; but rather that it is the all important mission of every member of the Class.

If you do not reach your Reunion goal by the time Reunion is over, the chances are you will never get it. During Reunion, you can ask people even who have given a lot of money to increase their gifts. In fact, a number of 1924 voluntarily did so. I would be very careful about asking anybody who had given $500 or $1,000 to do anything more, but you will be surprised at the number of those people who will come up and say "you can count on me for another $100 or maybe $250 or more."

E.

For the final phase - post Reunion - get off to all classmates, who have not contributed or who have not given as much as they should, a letter as soon as you can telling of the Reunion. Emphasize the amount of money so far raised, the number of contributors, and set your goal for a final percentage of donors as high as you can possibly dare.

In the case of 1924, we set our goal at 95% at a time when we only had about 73% of the class contributing. We actually got 96% of our living graduates to give something (all but 10 made a gift) and of the living non-graduates 39 out of 67 contributed or 58%.

The post-Reunion period should be devoted primarily in building up the number of contributors. This is hard work. It is unbelievable the inertia classmates have. It is highly important to get all possible contributions even if only for a dollar so that those who contribute liberally will feel that everyone is giving according to his ability no matter how limited.

This year I spent a lot of time after Reunion calling up people on the telephone all over the country. I whittled the number down from 40 non-contributors among the graduates to 30, from 30 to 20, and finally follow-up telephone calls got the 20 down to 10. The 10 were absolutely resistant. One had a boy who had flunked out at Yale. Another had a boy who was refused admission. Those two will probably never give to Yale. Another had a nervous breakdown a number of years ago and has never been in touch with any of his friends. One was desperately ill. And so it goes. There will always probably be a residue of non-contributors in every class.

VI.

Conclusion

I am well aware that the execution of the above program involves a lot of work by a number of people. But, in my opinion, this is the way it should be. 1924's campaign depended too much on the efforts of too few.

October 26, 1949

EDWIN F. BLAIR
Class Agent for the
Class of 1924 Yale College.

Is Your Class Measuring Up On Alumni Fund Giving?

IF NOT, READ -----

WHAT ONE CLASS DID!

In preparation for their Twentieth Reunion the Class appointed an Executive Committee which immediately got to work not only on reunion plans, but on analyzing various class activities as well. It was quickly apparent that the Class since graduation had been woefully weak in its financial support of the Alumni Fund, and the Executive Committee and Officers were shocked when they realized the poor job that had been done. A new Class Alumni Fund agent was selected and his appointment was presented to and approved by the Fund. Plans were made early in the Fall for the coming year's campaign, and two additional Class Agents were appointed. The results for this first year were encouraging -- a gain of 77% in dollars over the highest previous year (excepting 20th Reunion), and a gain of 46% in number of givers.

But the Class Agents were not satisfied with this "first year's effort" and determined to plan a more comprehensive and thoughtful approach for the 1949 campaign. It was determined to try an experiment of selecting 10% of the Class for special approach -- on the theory that this would embrace the leadership group who are generally in the forefront in support of all worthwhile endeavors.

The three Class Agents met and spent one evening going over the Class name by name, selecting this special group and assigning them for specific follow-up to one of the agents. It was determined that where possible those on this list (A) would be seen personally; (B) would be contacted personally by telephone; and (C) would be written a personal letter as to what the Agents were doing and what was expected of them. They were asked to seriously consider their gift to Yale in proportion to what they gave to other philanthropies, and a definite amount was suggested in each case..... "We are hopeful that after thoughtful consideration you can see your way clear to materially increasing the amount you gave last year, perhaps in the neighborhood of $200."

The balance of the Class were written specially drawn form letters -- but in each case a personal postscript was penned by the Class Agent covering that name. Three letters were sent out during the campaign to the Class as a whole, and from one to four letters to the special list, depending on the response. No undue pressure was expended, but a thoughtful conscientious job was done by each of the three agents -- and the results were more than encouraging. Final returns revealed a 94% increase in dollars over the previous record year, and a gain of 10% in numbers, to another new high.

For comparative purposes, let's look at the record. Omitting the 20th Reunion year, the largest annual amount ever given by this Class since graduation had been $2,784 (227 contributors).

The first year the new committee took over the Class gave $4,928 (331 contributors).

This last year the Fund gave them a quota of $6,861 to meet. The Class responded by giving a record $9,554 (365 contributors)!

MORAL: Here was a Class which voluntarily recognized the poor job they had done financially for Yale over a 20-year period. By intelligent application and earnest effort, in two years they have gone from the bottom of the Yale ladder to well up near the top. Their accomplishment is unusual but it need not and should not be. If they can do it, you can too, by tackling the job with sincere enthusiasm along these or similar lines.

P.S. Samples of any of the letters used in the above campaign are available through the Alumni Fund office in New Haven.

Breakdown of 1948-49 Contributions

Classes	$0-9	$10-24	$25-49	$50-99	$100-249	$250-499	$500-999	$1000 or over	Total # of Gifts
1858-1919S	1357	2075	1135	608	600	98	97	23	5993
1920-1938	2085	2350	915	316	236	36	27	21	5986
1939-1949	2373	905	160	40	16	2	1	2	3499
Other Depts.	1805	769	176	42	25	1	—	—	2818
Totals	7620	6099	2386	1006	877	137	125	46	18296
	41.65	33.34	13.05	5.49	4.79	.74	.69	.25	100%

Not included

Class Funds: -

1893	33
1922s	49
1933-33s	347
	18725

Analysis of Reunion Class Gifts

	1948-49 Campaign				1946-47 Campaign			
	'09 S		'24		'22			
	% of Givers	% of Amount	% of Givers	% of Amount	% of Givers	% of Amount		
$5 or less	16%		16%		9%		No.	
		1%		1-%		1-%		Amt.
$6 to $10	28%		12%		9%		No.	
		3%		1-%		1-%		Amt.
$11 to $25	21%		17%		15%		No.	
		6%		2%		2%		Amt.
$25 or less	65%		45%		33%		No.	
		10%		3%		3%		Amt.
$26 to $50	9%		12%		13%		No.	
		5%		3%		5%		Amt.
$51 to $100	8%		11%		29%		No.	
		8%		6%		19%		Amt.
$26 to $100	17%		23%		42%		No.	
		13%		9%		24%		Amt.
$100 or less	82%		68%		75%		No.	
		23%		12%		27%		Amt.
$101 to $250	8%		15%		19%		No.	
		19%		16%		28%		Amt.
$250 or less	90%		83%		94%		No.	
		42%		28%		55%		Amt.
$251 to $500	8%		6%		3%		No.	
		44%		13%		9%		Amt.
$500 or less	98%		89%		97%		No.	
		86%		41%		64%		Amt.
$501 to $1,000	2%		5%		1+%		No.	
		14%		21%		9%		Amt.
$1,000 or less	100%		94%		98+%		No.	
		100%		62%		73%		Amt.
$1,001 to $2,500			3%		1+%		No.	
				31%		27%		Amt.
$2,500 or less			97%		100%		No.	
				93%		100%		Amt.
In Memoriam Gifts			3%				No.	
				7%				Amt.
Total, including In Memoriam			100%				No.	
				100%				Amt.

Class of '24 figures exclude carry-over from preceding campaign.

Analysis of Non-Reunion Class Gifts

1948-49 Campaign

	'12 S		'27-'27S.			
	% of Givers	% of Amount	% of Givers	% of Amount		
$5 or less	26%	4%	29%	5%	No.	Amt.
$6 to $10	33%	10%	31%	13%	No.	Amt.
$11 to $25	29%	21%	23%	19%	No.	Amt.
$25 or less	88%	35%	83%	37%	No.	Amt.
$26 to $50	4%	6%	10%	19%	No.	Amt.
$51 to $100	2%	8%	5%	19%	No.	Amt.
$26 to $100	6%	14%	15%	38%	No.	Amt.
$100 or less	94%	49%	98%	75%	No.	Amt.
$101 to $250	3%	15%	1%	12%	No.	Amt
$250 or less	97%	64%	99%	87%	No.	Amt.
$251 to $500	3%	36%	1%	13%	No.	Amt.
	100%	100%	100%	100%	No.	Amt.

TIMETABLE
for
REGIONAL CHAIRMAN

1950 Campaign

Oct. 1-25, 1949	Chairman of Regional Committee should plan to attend Convocation at Yale, October 28 and 29, or elect a substitute to attend in his place.
Oct. 28-29, 1949	Convocation at New Haven.
Nov. 1, 1949 to Jan. 1, 1950	Chairman of Regional Committee should organize his committee. Experience shows that on the average there should be one committeeman for every seven alumni in the area.
Jan. 2-10, 1950	Chairman of Regional Committee should notify members of the committee of "kickoff" meeting to be held between dates of February 16-20. He should select a time and place during this period which he considers most suitable for that area.
Jan. 11, 1950	The Regional Chairman should decide whether he wishes to send out a letter announcing the local follow-up plan to all the alumni in his area. If he wishes to send out such a letter he should send a text to the New Haven Office by January 20 in order that the letters may be processed. The processed letters will be returned to him before February 7 which is the suggested date that this mailing be made by him.
Jan. 20-30, 1950	Regional Chairman will receive two sets of cards containing the name, address and pertinent data on each alumnus in his area. One set of cards should be kept as a master list by the Regional Chairman. The other set should be distributed among the committee members at the "kickoff" meeting. Each committee member would be assigned approximately seven cards for personal solicitation. The Chairman will also receive regional manuals to be distributed to the committee members at the "kickoff" meeting. This manual will contain information and details on the methods that the committeeman may find useful in his solicitation.
Feb. 1, 1950	All Class Agents will have mailed their first letters on this date. This means that each alumnus will have been contacted once by letter for the current campaign.
Feb. 7-10, 1950	Letters should be mailed out by Regional Chairman to all alumni in his area announcing the local follow-up plan if the Chairman has decided to send letters of this type.

Feb. 16-20, 1950 Chairman will hold "kickoff" meetings. The regional cards should be assigned to the committee members and a handbook given to each member.

The New Haven Office of the Fund will supply the Chairman with any statistics or information that the Chairman may desire as background material for his "kickoff" speech.

As soon after the "kickoff" meeting as possible, local committeemen should begin their work. A personal visit is the best method of obtaining results. If this is impossible, a phone call can be very effective. When a committeeman has completed his contacts, he should return the cards to the Chairman and report any information to him that the solicitor feels of value regarding his efforts.

The Regional Chairman should return the cards to the New Haven Fund Office for statistical study and also pass on to the Fund Office any information about his area which he feels will help the campaign.

June 30, 1950 The campaign officially closes. All contributions received prior to that date will be credited to the 1950 campaign.

Experience has shown that results are better if the solicitor does his work early in the campaign directly after the "kickoff" meeting. By taking two or three prospects per day, a committeeman can do all his work in a week.

* * * * *

Every two weeks during the local follow-up period the regional chairman will receive from the New Haven Office a statistical survey of his region showing results of that area to date.

Also, every two weeks during the local follow-up period the regional chairman will receive a list of individual contributors in his area to date in order that men who have already given through their Class Agent will not be solicited locally.

CLASS AGENTS'
ALUMNI FUND TIMETABLE
1950 CAMPAIGN

Oct. 28-29 1949	Reunion Class Agents' and Regional Chairmen's weekend. (Dartmouth Game)
Nov. 1	Letter to all agents asking that special year-end tax letter texts be sent in by Nov. 15.
Nov. 15	First letter to all agents asking them to send in their first general text by Nov. 30, with dateline of Feb. 1, 1950.
Nov. 16	New York Class Agents' dinner.
Nov. 25	Distribute Annual Report.
Dec. 1	Second letter to all Class Agents asking them to send in their first general text by Dec. 15 with dateline of Feb. 1, 1950.
Dec. 15	Third letter to all agents asking them to send in their first text by Jan. 1, 1950, with dateline of Feb. 1, or form letter will be processed.
Jan. 1, 1950	Process first letters for all Class Agents.
Jan. 10-15	Ship Feb. 1 letters to all agents for mailing.
Feb. 1	First letter mailed by all Class Agents.
Feb. 2	First letter to all agents asking them to send in second text by Feb. 15 with March 16 dateline.
Feb. 15	Second letter to all agents asking them to send in second text by March 1 with dateline of March 16 or form letters will be processed.
Feb. 21	Regional solicitation begins in regional areas.
Mar. 1	Process letters for all agents.
Mar. 2	Class summary - statistical report.
Mar. 8	Ship March 16 letter to all agents.
Mar. 16	Second letters mailed out by agents.
April 1	First letter to Class Agents asking them to send in third text by April 15 with dateline May 15, reminding them that the campaign closes June 30.
April 15	Second letter to agents asking them to send in third text by May 1 with dateline May 15 or form letters will be processed.

May 2	Class summary - statistical report.
May 8	Ship May 15 letters to Class Agents.
May 15	Third letters mailed out by agents.
June 1	Mail Chairman's "clean-up" letter from New Haven.
June 30	Campaign closes.
July 1	Class summary - statistical report.

Memorandum from

YALE ALUMNI FUND

Date 11/2/50

Memorandum to Mr. George H. W. Bush '48 Non-college

We have received notice that A. Holley Rudd should be

added to
~~deleted from~~ your solicitation list.

Reason: He has notified our office through his I.B.M. slip that he wishes to affiliate with your class.

YALE ALUMNI FUND

Memorandum from

YALE ALUMNI FUND

Date

Memorandum to Mr. George H. W. Bush AGENT '48 Non-College

We have received notice that Albert A. Austin should be

~~added to~~
deleted from your solicitation list.

Reason:

Thank you for notifying us that Mr. Austin belonged on the '48 Trumbull list.

Hazel E. Weis

YALE ALUMNI FUND

CLASS AGENTS' MANUAL

1951 CAMPAIGN

Yale Alumni Fund

CLASS AGENT'S MANUAL

CLASS AGENTS'
ALUMNI FUND TIMETABLE
1951 CAMPAIGN

Nov. 3 & 4	Convocation for all agents and regional chairmen.
Nov. 6	Send suggested tax letter text to all agents requesting their approval by November 20.
Nov. 18	Mail out Class Agents' Manuals.
Nov. 23	First letter to all agents asking them to send in their first general text as soon as possible, with dateline of February 1, 1951.
Dec. 1	Mail tax letters.
Dec. 5	Second letter to all class agents asking them to send in their first general text as soon as possible, with dateline of February 1, 1951.
Dec. 15	Third letter to all agents asking them to send in their first text by January 1, 1951, with dateline of February 1, or form letter will be processed. Process returning orders.
Feb. 1	First letters mailed by class agents.
Feb. 2	First letter to all agents asking them to send in second text as soon as possible with March 15 dateline.
Feb. 15	Second letter to all agents asking them to send in second text by March 1, with dateline of March 15, or form letters will be processed.
Mar. 15	Second letters mailed out by all agents.
Mar. 16	First letter to class agents asking them to send in third texts as soon as possible, with dateline May 1, reminding them that the campaign closes June 30. Process returning orders.
Mar. 20	Regional solicitation begins in regional areas.
Apr. 1	Second letter to agents asking them to send in third text by April 15, with dateline May 1, or form letters will be processed. Process returning orders.
	Class summary - statistical report.
May 1	Third letters mailed out by agents.
	Class summary - statistical report.
June 1	Mail out Chairman's "clean-up" letter.
June 30	Campaign closes.
July 16	Class summary - statistical report.

TONE OF 1951 CAMPAIGN

The Twin Concepts:

Participation ---- Proportionate Giving

In 1950 we stressed the concept of making a thoughtful contribution which really recognized that supporting Yale was every bit as important as supporting the Community Chest, the Red Cross, or the big community efforts in the medical, religious, cultural, and welfare fields. As a result, Yalemen raised their sights from an average gift of $27 to $36. Here was solid evidence that the alumni group will respond to a serious appeal.

There was progress made on another front: 2,500 more Yale men contributed than in 1949, an increase of 13%.

But the 21,230 contributors represented only a little over half of all the men who attended Yale as undergraduates. It means that only half of us are carrying the load for all.

Naturally there are many loyal Elis who just can't find a place in a limited budget for even a small check. But there are many, many others who could make small - or average-sized gifts (incidentally, it has been found that there are a surprising number of Yale men who don't give because they feel $3 or $5 is too small to be welcome!). Then there are those who could make substantial gifts but for one reason or another give nothing at all.

Participation, therefore, is where we must go forward -- even if the amount must of necessity be low. The small checks mount up and can really make a difference. And perhaps even more important is to get all our fellow Elis on the team, to get them into the annual habit of giving what they can. Many will some day be in a position to give much more.

One million dollars is not only the goal for this significant year of 1951, but is a plane we must establish as an annual level for the difficult years to come.

One of the best ways to make that a reality this year is to stress proportionate giving. And the other is to aim at the stated objective:

"Every Yale Alumnus a Contributor to the Alumni Fund in 1951 -- Yale's 250th Anniversary Year."

Crisis in the Colleges: Can They Pay Their Way?

For a few days each June, U.S. higher education can afford the celebrating mood. It puts on its gayest trappings, forms its great processions, fills the air with the sound of tolling bells and ringing phrases on the meaning of learning and life. At no time of year do the nation's 1,700 colleges and universities seem to bloom more brightly than at Commencement.

This June, the bloom also has some of the surface aspects of a boom. One after another, each campus has announced the total of gifts and bequests received during the year, and the figures are impressive. Harvard has received another $16 million; Yale, another $6,500,000; Princeton, more than $3,000,000; CalTech, $1,926,000. Among the smaller colleges, Bowdoin has $1,918,275; Emory University, almost $2,000,000; Smith College, $7,000,000.

Each June since the end of the war the reports have been just as encouraging.* To a leading group of 51 colleges and universities went $65 million in 1947, more than $70 million in 1948, and $93 million in 1949—the biggest gift year since 1920. This year, philanthropy dollars are coming faster than ever. If this total were all that mattered in the economic life of the university, presidents and chancellors across the U.S. should have been feeling more prosperous than ever before.

Rising Costs

Actually, most of them are feeling just the opposite. Reason: while gifts are at an unprecedented level, so are expenses—and expenses have outrun income. Out of 630 private colleges and universities, the New York *Times* found in a survey recently, one in five are running deficits. Yale University's deficit is nearly $1,000,000, Columbia University's is $745,000, Johns Hopkins' is an estimated $260,000.

Next fall the situation will be even more serious. The great G.I. flood, which in one year alone (1947) brought $172 million to the private colleges and $129 million to public institutions, is becoming little more than a trickle. To make matters worse, at the very time that the G.I.s are going out, most campuses face dwindling enrollments as the boys & girls born in the low-birth-rate years of the Depression start coming in. Thus, colleges with small endowments and a great dependence on student fees were looking into an uncertain future.

The only thing that seems certain is the fact of rising costs. "Everything," says Amherst's President Charles W. Cole, "has gone up—from chalk to footballs." Indeed, chalk is up 30%, footballs 59%, steel desks 50%. President James Phinney Baxter of Williams has noted: "The frogs used by our biology teachers [have] jumped from 72¢ to $2.25 a dozen . . ." All in all, the cost of running a campus has soared nearly 70% over what it was ten years ago.

Libraries and laboratories alike are swallowing up money like quicksand. Yale is spending $798,000 for books, against $476,000 in 1939; and its scientists, like those of every other institution, have long outgrown their Bunsen burners. A sign of the times is the fact that the University of California's new cyclotron cost $95 million; only the U.S. Government has that kind of money, so the U.S. paid for it.

Modern science is a costly business, and nowhere is this more obvious than in the medical schools. Here, the cost to the college per student, over & above the tuition it receives, has jumped from $388 in 1910 to between $2,000 and $5,000 in 1949. Out of 78 medical schools throughout the U.S., 44 are running in the red to the tune of $10 million a year.

Falling Incomes

But, with or without medical schools, U.S. colleges and universities are suffering in common. They have watched the rates of investment interest dwindle from 5.27% in 1930 to 3.74% in 1945-46. Though Harvard added $72 million to its investments from 1929 to 1946, the buying power of its income stood still.

Seeing a solution only in more income, the nation's institutions of higher learning have become the nation's most persistent campaigners for money. The day has passed when the trustees of the University of Chicago could solve their difficulties simply by voting "that Mr. Rockefeller be requested to consider the advisability of giving to the university the sum of $50,000 . . ." Now, fund-raising campaigns are intensive. Since the war, probably nine out of ten private institutions have embarked on them, with a whole new crop of vice-presidents-in-charge-of-development leading the way. The campaigns range from Columbia's long-range goal of $100 million to Yale's $80 million to Beloit's $5,000,000, from Harvard's $90 million to Pomona's $7,000,000.

In the midst of these campaigns, it sometimes seems to educators as if they scarcely have time to do any educating at all. "In one month," complains Williams' President Baxter, "I spent 24 days wholly or partly outside Williamstown, chasing dollars." But wherever they chase, and whatever they do, they have found no way of balancing outgo with income.

They have already raised their tuitions to the limit. Such big schools as the University of Pennsylvania have raised them from $400 in 1940 to $600 by this year, with the smaller ones following suit. Even the public universities have upped student fees an average of 100% in ten years. Four years for a son at Princeton these days costs the harried parent anywhere between $5,200 and $6,800, counting a conservative allowance for clothing, books and transportation. The University of Chicago costs an average of more than $6,000 and so does Stanford.

Dangerous Lures

The colleges have also surrendered to the temptation to shift their investments from conservative gilt-edge securities to riskier common stocks. Some have even tried operating businesses, factories, stores and hotels, cashing in on their tax-exempt status while operating for a profit. Recently, however, many educators as well as Government officials have begun to frown on the practice. The House Ways & Means Committee is considering a bill to end exemptions in such cases; and last month the U.S. Tax Court ordered the C. F. Mueller Co. (macaroni), whose profits go to the New York University law school, to pay back income taxes (TIME, June 5).

As for philanthropy, most educators remain gloomy. Their big returns, they know, are largely due to their campaigns. And once these have played themselves out, higher education will be competing for gifts with an ever-increasing number of well-dramatized charities, medical drives and welfare agencies, both at home and abroad. Meanwhile, the millionaire is rapidly disappearing from the U.S. scene; some highly taxed businessmen, harassed by too many appeals, have set up "Let Us Alone Weeks."

There is one big philanthropist left—the U.S. Government. But of all the solutions U.S. higher education could hit upon, this seems, to private educators at least, the most dangerous.

As to just how dangerous, they do not yet quite agree. Some, like Yale's retiring Charles Seymour, see nothing wrong in the Government's subsidizing medical schools ("But I draw the line there"). Others, like Kenyon's President Gordon Chalmers, see little danger in direct scholarship aid to students. Still others, like President Charles F. Phillips of Bates College, see the "lure of federal aid" to private colleges in any form as "an enemy that looks like a friend."

A New Patronage?

There are many others who agree. Among them is a newcomer to the field of education—Columbia University's President Dwight D. Eisenhower. "Because I believe that the Federal Government has no right to tax money out of our pockets and give it back to us without some form of supervision, therefore I say that they cannot give federal money for the support of higher education. When federal money comes into that field, we are entering a dangerous situation."

The fact is that federal money has already entered the field. As Brown's President Wriston has warned, "federalization

* Encouraging as well to the big state universities, which also rely heavily on endowment funds. The University of Minnesota boasts an endowment of $33 million; California more than $54 million; Texas has a whopping $129 million (though its income from its vast oilfields is restricted to building only).

Reprinted from TIME, The Weekly Newsmagazine, June 19, 1950.

of American higher education is coming by drift [if] not by design," whether educators approve of it or not. Such federalization is taking the form, no longer of a G.I. bill, but of $100 million worth of research contracts. "It is a matter for deep concern," says Wriston, "that already . . . some independent, private institutions are (directly or indirectly) drawing half or more of their revenues from federal sources."

It is true that colleges and universities have snatched up contracts with eagerness. Harvard boasts more than $2,000,000 worth of projects involving 65 different contracts and 16 different Government agencies. M.I.T. is getting $1,000,000 a month for research, 90% of it from the Government. From Columbia University ($3,000,000) to Colgate ($6,000), private institutions of every type have held out their hands for contracts. "We'd be perfectly happy to have some," says empty-handed President Lynn White Jr. of California's Mills College (for women), "from the Government or G.M. or anybody."

Science v. Humanities

So far, such Government agencies as the Office of Naval Research have set a high standard in allowing universities to pursue pure and basic research without interference. And on their side, some universities have accepted only contracts involving such basic research. Nevertheless, should their financial problems increase, U.S. campuses might soon become less choosy. There is no assurance that the emphasis may not shift soon from pure science to applied science, from long-range projects to those that will give immediate results, *e.g.*, Boston University's aerial photography project. There is no assurance that the whole contract system may not become, as the Hoover Commission has already warned, "in effect a new form of patronage."

Meanwhile, the very existence of so large a research expenditure is subtly changing the emphasis on many campuses. "Yale [Medical School]," reports its director, George B. Darling, "today has more money to spend on research than it does on its teaching faculty." M.I.T. can report the same thing: it is spending $12,000,000 on research compared to $9,000,000 on instruction.

Nor is the change limited to the battle between instruction and research. There is also the battle between science and the humanities. Grants-in-aid, whether from business or Government, rarely go to historians or philosophers. "In the sciences," complains Yale's Dean William C. DeVane, "the project needs the support; in the humanities, the man needs support." Unfortunately, he feels, men are losing out.

Gothic v. Modern

Most educators admit that many economies are still possible. Instead of building lavish collegiate-Gothic buildings, for instance, private campuses can become a good deal more daring in experimenting with modern and more simplified architecture. Academically, they can concentrate on strengthening a solid core curriculum to eliminate aimless overlapping. They can, as the University of Michigan has done, do away with such waste as having separate biology classes for medical and non-medical students.

There are also still endless administrative inefficiencies that can be slashed away. Yet some presidents have reached the limit. "Every economy has been practiced," says Mt. Holyoke's President Roswell Gray Ham, "except the lowering of standards and the depletion of our plant."

How Safe Is Economy?

How safe are those standards? They have obviously not been affected substantially by some budget slashes, *e.g.*, the fact that Mills College has cut its grounds-maintenance crew from twelve to six men, that one great Eastern university has turned down the chance to hire a top world authority on Ugro-Finnish as a luxury it must do without, that Swarthmore is using table linen only for weekend dinners, or that the University of Chicago's purchasing agent has declared: "We won't have our windows washed so often."

But they have been affected by such facts as that Harvard has curtailed its famous tutorial plan, and that President Baxter of Williams has complained of having to "deny . . . several students the opportunity to do honors work, which involves special individual instruction." This "Tiffany-type education," as President Seymour calls it, is expensive. So is Yale's scholars-of-the-house program, and so are small and intimate classes in general. As one economy measure, U.S. colleges may well have to resort to more & more huge lecture courses. "The unit cost of such education is low indeed," says President Baxter. "But what is the unit value?"

Meanwhile, professors are already suffering. Teachers' salaries have risen only 30% since 1940, while the cost of living has gone up about 70%. Yet, as their incomes dwindle, teachers can expect to take on a greater load than ever before. It is also highly questionable whether higher education will always be able to afford such honored academic gilding as the sabbatical.

Shared Facilities

In the face of these common problems, U.S. educators are not standing idly by. Last year 14 educators, lawyers and businessmen formed a Commission on Financing Higher Education, with Columbia University's Dr. Frank D. Fackenthal as chairman and Columbia Political Scientist John D. Millett as executive director. Though the commission has three years in which to complete its study and recommendations, it has already proved one thing: the financial crisis has driven educators to work with one another as they have never dreamed of doing before.

Cooperation has become something of a postwar phenomenon. The South took the lead when its governors met in 1947 to organize a regional plan for Southern higher education. Now, for the first time, the South will share its facilities, sending medical, dental and veterinary medicine students wherever the best schools, public or private, may be. Thus a university can afford to be strong in one field without wasting its substance in trying to compete in all the others.

Elsewhere, in lesser ways, other colleges and universities have seen the wisdom of cooperating. There is the Farmington Plan, under which 54 great libraries plan their buying in common to avoid needless competition; the Oak Ridge Institute for Nuclear Studies, where 24 universities do research together; Chicago's Midwest Interlibrary Center, serving eleven campuses of the Midwest; and Denver's Bibliographic Center for Research, serving the Rocky Mountain states.

No Time for Vanity

Ten years ago, Chancellor Robert Hutchins of the University of Chicago foresaw all this when he wrote: "Each endowed university still acts as though it were alone in the world, required to give every course and investigate every segment of every field. The reason for this is partly inertia . . . and partly vanity. One university cannot hold up its head if the university next door has a school of animal husbandry and it has none . . . Although this kind of comparison is doubtless better for the universities than appraising them in terms of their football scores, its educational consequence is mediocrity and its financial consequence is ruin. Inertia and vanity are luxuries that endowed universities can no longer afford."

By 1950, U.S. educators have learned that they can afford those luxuries less than ever before. But there is a limit to what the nation's private colleges and universities can accomplish on their own. If their standards are to be kept high, and the gap between private and Government-supported education maintained, they will need the support of outside private sources as well.

Sound the Alarm

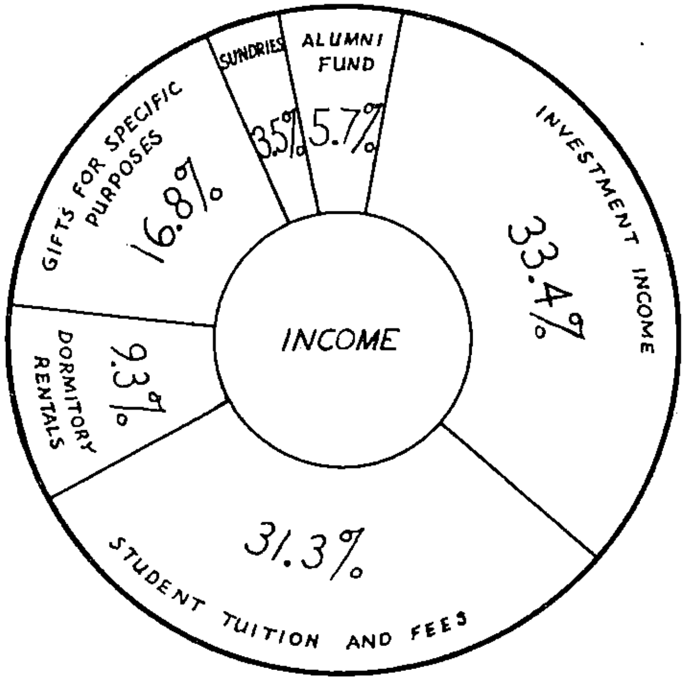
Though the educators are not yet ready to admit to desperation, they are at least sounding the alarm. The alarm has gone out to alumni; and many presidents are convinced, says Amherst's Cole, "that alumni loyalty alone can preserve the freedom of American education." They also want more from corporate enterprises. So far, corporation aid has come mostly in the form of contracts. Now, colleges want corporation gifts with no strings attached, and they want the U.S. Government to amend tax laws to make such gifts come easier.

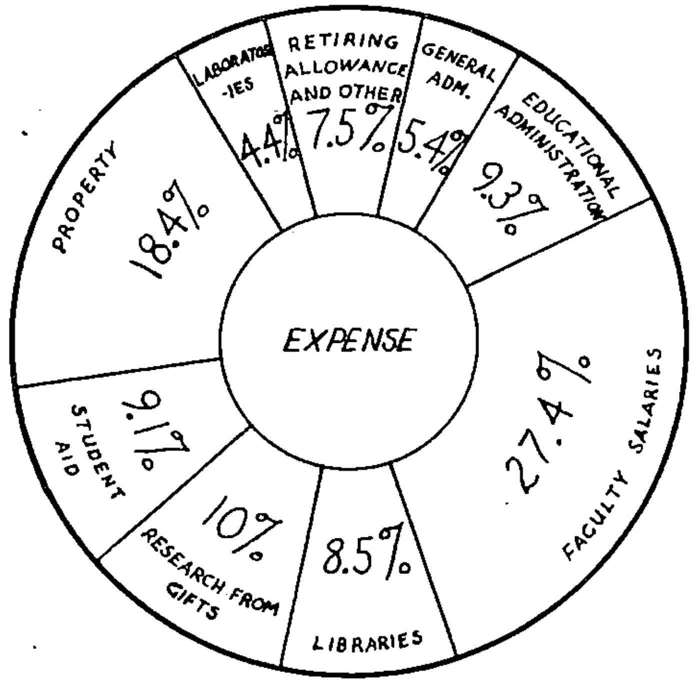
Caught between rising costs and falling revenues, U.S. colleges figure their needs at $10 for every $5 they are getting now, and $100 for every $50. Speaking for most U.S. educators, Yale's outgoing President Seymour said it flatly: "We need more than token support." To keep the private colleges and universities going, U.S. citizens would, in effect, have to take over their support just as they now contribute to their hospitals, churches and community chests. And the support would have to continue, not for one year or two, but from now on.

YALE UNIVERSITY

AND THE BOARD OF TRUSTEES OF THE SHEFFIELD SCIENTIFIC SCHOOL

INCOME AND EXPENDITURE FOR THE FISCAL YEAR 1949-1950





INVESTMENT INCOME	$ 5,038,128
STUDENT TUITION AND FEES	4,717,394
DORMITORY RENTALS	1,396,489
GIFTS FOR SPECIFIC PURPOSES	2,524,752
SUNDRIES	528,189
ALUMNI FUND GIFTS AND INCOME	861,142
TOTAL INCOME	$ 15,066,094
OPERATING DEFICIT	448,486
TOTAL	$ 15,514,580

GENERAL ADMINISTRATION	$ 836,596
EDUCATIONAL ADMINISTRATION	1,440,688
FACULTY SALARIES	4,264,321
LIBRARIES	1,314,808
RESEARCH FROM GIFTS	1,551,530
STUDENT AID	1,415,764
PROPERTY	2,851,536
LABORATORIES	682,370
RETIRING ALLOWANCE AND OTHER	1,156,967
TOTAL	$ 15,514,580

Securities as a Gift to the Alumni Fund

There are no arbitrary rules or regulations governing the giving of securities to the University. However, to aid those interested in making a gift of securities the following are a few suggested methods of approach.

1. If you live in New York you can deliver to the New York Trust Company, 100 Broadway, The securities in question asking that the Trust Company advise Yale that you have done so. If you follow this method you can use the mean price between the high and the low, on the day delivery is made, to determine the amount of your gift.

2. You can send the securities to Yale in New Haven -- if a negotiable bond by registered mail, if a stock with a power of attorney in a separate envelope. To determine the amount of the gift for tax purposes follow the same procedure as outlined in #1 above.

In #1 and #2 above the Treasurer's Office will send you a receipt for the securities and when they have been sold will advise the Alumni Fund office of the net proceeds. The Fund will then advise you of the amount of your gift.

IMPORTANT TAX ADVANTAGE

On the security transfer, you probably know, for example, that securities costing $500 and now worth $750 can be given to Yale as a contribution of $750, with no tax on the $250 profit.

For Your Information

We recently checked with Russell H. Grele, University Purchasing Agent, who came up with the following information regarding the high cost of supplying Yale's many and diversified needs. Mr. Grele quoted some 1940 cost figures for various items as compared with those same items in 1950. The results are as follows:

	Price in 1940	Price in 1950
Desks	$ 75.00	$ 120.00
Footballs	8.50	13.85
Pencils	.02	.047
Radio tubes	.60	2.00
Pregnant Cats	1.00	3.75
" Rats	.10 to .35	.60 to 1.75
Baseballs	1.30	2.20
Incandescent Lamps	.08	.13
Towels (doz.)	2.50	7.60
Typewriters	109.33	143.33

The price of chalk has jumped 30%.

The Library, which is the heart of the University, also has some very significant cost figures relative to the past ten years. The cost of the average library book has risen 38% since 1940, while the periodicals which must be purchased have gone up 32% during this same period.

These figures give a partial insight into Yale's total budget rise of $7,164,000 during the 1940-50 decade; a budget which climbed from $8,350,000 in 1940-41 to $15,514,580 in 1949-50.

The above comparisons were obtained for your information with the feeling that some agents might like to use a few of the figures in their letters to classmates.

SAMPLE TOP TEN PERCENT LETTER USED BY ONE CLASS

Dear ____________________________:

This is a different kind of a letter than you have received heretofore about the Alumni Fund. I got together with my co-agents the other night and decided to try an experiment on good old 19--, so here goes.

We selected about ten per cent of the men in our Class as the leadership group, in light of the established fact that the leaders in any enterprise are the ones who do most of the thinking and carry most of the load.

We therefore want to ask you, as a member of this special group, to consider seriously your gift to Yale this year in proportion to what you give to the other charities and institutions that you help support. There are two questions you might ask yourself in this process:

(1) What do you give each year to other institutions that mean a lot in your life -- your church, your community chest, your local hospital, Red Cross, or any of the other free independent institutions you help support?

(2) Do you (could you) rank Yale among the top 3 in your charity budget, and in any event give at least 10% of your total charity budget to Yale?

Yale's needs today are greater than ever before, and this is reflected in the fact that our Class quota has been raised from $9,282 to $16,125. The series of recent addresses by President Griswold, Ted Blair, and others, emphasizes how critical the need is. I am enclosing copy of a letter we are writing the balance of the Class, as it contains some figures of interest to you.

Our records show that last year you gave $ to the Alumni Fund. We are hopeful that after thoughtful consideration you can see your way clear to materially increasing that amount this year, perhaps in the neighborhood of $. Believe me it will be appreciated!

There is enclosed herewith a return envelope for your convenience. You will be hearing from me again in grateful acknowledgment of your gift to Yale -- but until then -- thanks and best wishes to you always.

Ever for Yale and 19--,

P.S. All the co-agents and I are going to get together on February to compare notes, and I do hope that I will hear from you before then.

SAMPLE TOP TEN PERCENT FOLLOW-UP LETTER USED BY ONE CLASS

Dear_______________________:

On February 5th I wrote you a rather detailed letter soliciting your considered contribution to the Alumni Fund this year. I enclosed with that appeal a sample of the letter that was going to the balance of the Class. I hope you haven't filed these two documents in the waste basket -- and that you will do me the favor of referring to them now.

In some respects the response to date has been encouraging -- in other ways discouraging. We have passed the halfway mark in our goal, having received $ to date (encouraging). But we have only heard from 146 of our classmates -- out of 750 plus (discouraging).

Now that you have taken care of Uncle Sam won't you take your pen in hand and make out a check to the Yale Alumni Fund? If you find you can give to Yale in proportion* to your other principal charities, you have our blessing and thanks.

Let me hear from you before too long!

Best regards,

*In my previous letter I suggested something in the neighborhood of $. Hope this is in the cards.

SAMPLE LETTER TO ALUMNI WHO HAVE NEVER GIVEN

Dear Fellow Alumnus:

I am sending you this special letter because it appears from our office records that you have never contributed to the Yale Alumni Fund.

Doubtless there are good and sufficient reasons for your not participating, and of course the Fund does not presume to question them. We know of many loyal Yale men who have simply found it impossible to contribute. Giving to any philanthropic cause is an individual decision influenced by many personal factors.

In the years following World War II, Yale University has steadily been drawn by forces beyond her control into an extremely serious financial position. With income from endowment falling far behind increases in operating costs, and with tuition and room rentals pushed to a level which jeopardizes the structure of the undergraduate body, Yale has been forced to appeal more and more to her alumni for financial support.

The response has been gratifying. In the 1950 Alumni Fund campaign over three-quarters of a million dollars was contributed by over 21,000 Yale men. Yet it is still a fact that only about half of the men who attended Yale as undergraduates participate in the Fund. These men are carrying the load for all of us.

It is possible that you do not contribute because you feel that Yale is not, in some respect or other, the University you think it should be. If such is the case, we would be most interested to know your views. Yale cannot continue to meet her responsibilities without the loyalty and support of her sons. Your opinion, therefore, is of the utmost importance to Yale's future.

If you wish to voice your feelings, we would be most grateful to hear from you. You can do a real service for Yale by responding -- on the reverse side of this letter, if you wish. A stamped return envelope is enclosed for your convenience.

Sincerely,

George H. Walker, Jr.
Chairman

Enclosure

COMPARISON WITH OTHER ALUMNI FUNDS 1950

Rank	Amount		Contributors		Percentage of Contributors		Average Gift	
1	YALE '50	$770,182	YALE	21,230	DARTMOUTH	65	PRINCETON	$46.49
2	PRINCETON '50	502,076	DARTMOUTH	14,945	PRINCETON	45	YALE	36.27
3	DARTMOUTH '50	414,916	HARVARD	14,486	HARVARD	35	CORNELL	28.68
4	*CORNELL '48	407,611	CORNELL	14,210	YALE	35	DARTMOUTH	27.76
5	**HARVARD '49	326,819	PRINCETON	10,799	CORNELL	28	HARVARD	22.03

*Cornell figures are for the year 1948. In 1949 they conducted a Capital Gifts Campaign.

**Harvard figures are for the calendar year 1949.

PROGRAM
FOR
OBTAINING REUNION GIFTS
FOR YALE UNIVERSITY

This memorandum has been prepared at the request of Mr. Charles Watson, 3rd., Managing Director of the Yale Alumni Fund. It sets forth in the main the tactics used in raising $52,365 as the 25th Reunion Gift of the Class of 1924 Yale College. In addition, it contains recommendations, based upon last year's experience. In other words, we did not do everything listed in this memorandum. But, if we had to do it over again, we would follow the program as hereinafter outlined.

I.

Organization of Reunion Gift Committee

To assist the Class Agent, a Reunion Gift Committee for the occasion should be created. The Chairman should be someone located near the Class Agent. In the last analysis, the responsibility of raising the money should rest on the shoulders of the Class Agent who presumably should know more about the giving characteristics of his Class than anyone else. This responsibility should be made clear from the start so as to avoid any possible misunderstanding. The Class Agent, on the other hand, should put forward the Reunion Gift Committee Chairman as the campaign manager.

I suggest that the Reunion Gift Committee Chairman be selected at least three years before the Reunion, and at the last preceding Reunion if possible. This will afford the Class Agent and the Reunion Gift Committee Chairman an opportunity to work out campaign plans well in advance of the Reunion.

A Reunion Gift Committee of approximately fifteen or twenty should be appointed by the Class Agent and the Chairman of the Reunion Gift Committee. The Committee so constituted should be an integral part of the Reunion setup and listed as one of the important Reunion Committees. Try, so far as possible, to get geographical distribution in the areas where Class members are concentrated. Be sure and have on the Committee several of your classmates who are financially able to make contributions of $1,000 or more, but do not weight the Committee too heavily with the wealthy. Otherwise, the rest of the Class may take the slant that the members of the Committee should produce the money themselves.

II.

Analysis of Classmates for Purpose of Rating.

At least two years before Reunion, the Alumni Fund Agent and the Chairman of the Reunion Gift Committee should analyze carefully the entire list of the Class for the purpose of evaluating the potential gift each member might make. Maybe this should be done earlier. You should obtain a new set of cards for this purpose.

After the giving ability of each member has been appraised with an amount set opposite his name, it is helpful for working purposes to divide the Class into several categories:

1. Those who are able to give $1,000 or more;
2. Those who are capable of giving from $500 to $999;
3. Those who might be expected to give from $250 to $499;
4. Those who might contribute $100 to $249; and
5. Those who could only give from $1 to $99.

In doing this, make no distinction between Graduates, Affiliates or Non-graduates. Rate each according to his financial strength irrespective of his interest in his Class or Yale. The gift rating of each classmate should be checked with the member of the Reunion Gift Committee residing in the same community for verification or correction.

In the case of 1924, we lumped together all those who could give $250 or more and classified them as the special gift group. Approximately 71% of the amount raised for our 25th Reunion Gift to Yale came from this special gift group. In other words, about 16% of those giving (51 out of 295 Class donors) donated $250 or more. Their gifts totalled $34,520.50.

Gifts of $500 or more from 30 living classmates brought in $28,335.50, or 57% of the total. Exclusive of In Memoriam Gifts, there were 13 gifts of $1,000 or over aggregating $18,500.50 which represented 37% of the total amount. There were 52 gifts ranging from $100 to $249. This group gave $7,580 or 15% of the total. To complete the analysis, 192 members of our Class gave less than $100. Their total was $4,599.50 or 9% of the whole.

I cite these statistics (See Appendix A attached hereto) to emphasize the importance of special solicitation of all those who can afford to give $250 or more.

III.

In Memoriam Gifts.

A careful survey should be made a year or so in advance of Reunion of the In Memoriam possibilities. I feel that we did not take full advantage of the In Memoriam source. I can freely say this as it was my personal responsibility. There were 9 In Memoriam gifts, totalling $3,640 or 7% of the entire amount raised. There were 3 In Memoriam gifts of $1,000; 1 for $500 and the other 5 were $50 or less. I do not believe it advisable to solicit In Memoriam gifts before March of the year of the Reunion.

In view of our experience, I recommend that one member of the Class be selected for the Reunion Gift Committee who will have as his special assignment the obtaining of the names of all deceased classmates and the names and addresses of all of their kin. It has occurred to me that the Class Secretary would probably be the best one to perform this service, especially if he has served for any length of time. Presumably, he should know all the circumstances of the families of the deceased classmates or at least better than anyone else, except perhaps the Alumni Fund Agent.

I do not suggest that the Class Secretary make the solicitation. I merely recommend that he be made part of the working team of the Agent and the Chairman of the Reunion Gift Committee with responsibility on him, however, to obtain full detail about each deceased classmate and his respective family. Mr. George P. Day will be most helpful in counseling and advising and even solicitating in connection with In Memoriam gifts.

IV.

Pre-Campaign
Luncheons and Dinners.

At least a year and eight months before Reunion, and earlier if possible, and certainly before any solicitation is made, arrange several small luncheons or dinners of classmates. This proved most valuable in the case of 1924. As a matter of fact, at one of these meetings it was decided to raise $50,000 instead of the traditional $25,000.

Invite ten or twelve classmates, constituting a cross section of the Class, to attend each luncheon or dinner. Have two or three or even more such affairs, if possible, in New York, New Haven or anywhere else where the numbers permit. Never invite the same person twice. Be sure and have such a party held in each city where there is a member of the Reunion Gift Committee and a few members of the Class to attend.

In communities other than those of the Alumni Fund Agent and Chairman, the member or members of the Reunion Gift Committee, of course, should be the organizing spirits. Each member of the Reunion Gift Committee should be carefully briefed. He should be made to feel that his role in the effort is important.

At the luncheon or dinner, as the case may be, discuss with the members of the Class present the needs of Yale and the problems of raising the funds. Do not give them a ready made or tailored program. You may have certain ideas fairly well fixed in your own mind, but even so, get the views of those present. Make them feel that they are part and parcel of the policy group shaping the campaign. So far as possible, have one or more of your large potential donors present on each occasion and especially those who have theretofore not given commensurate with their means. The surest way to crack a hard nut is to let him put the pinchers on himself.

Do not attempt at any of these luncheons or dinners to get commitments or donations. The meetings should all be conducted on a policy-making level. On these occasions you are merely seeking the views, advice and counsel of your classmates.

V.

Campaign Efforts.

A.

As soon after the last of your luncheons or dinners, send out two types of letters - a special one to the members of the group who are expected to give $250 or more and a general letter to the balance. Far be it from me to attempt to suggest the full content of either letter.

With regard to the letters that go out to the special group, a hand-written postscript of a personal nature should be made by either the Alumni Fund Agent or the Chairman of the Reunion Gift Committee. If a personal letter to each could be written that, of course, would be much more desirable.

I recommend that you point out in the letter to the special gift group that it is possible for them to make gifts in at least three calendar years - in the case of 1924, in the calendar years 1947, 1948 and 1949. This special group is probably more interested in obtaining tax credits than the general group, but, of course, this spreading of gifts over several years should likewise be pointed out to the general group.

In case any classmate does pledge to give on a spread basis using two or more calendar years, it is all important that a reminder notice be sent to him early in December of each year so that he will not lose the opportunity of paying his pledge in whole or in part in order to obtain his tax credits for that year.

If you are planning to have your gifts spread out over three calendar years, have your first letter go out to these two groups around the November 15th, a year and seven months before Reunion. If you want to give your classmates an opportunity to spread them over four calendar years, then have your letters mailed on the November 15th which would be two years and seven months before Reunion. A five year spread could be obtained by sending out the letters on the November 15th which would be three years and seven months before Reunion.

I think it important that in the first letter that goes to both the special and general groups it should be made plain that the gift is towards a Reunion Gift and is not to be considered a current gift for the coming current campaign. It is well also to outline the relationship between the Alumni Fund Agent and the Chairman of the Reunion Gift Committee. This will save a lot of subsequent correspondence.

A follow-up letter around the 10th of December every year by the Class Agent or Chairman of the Reunion Gift Committee or both should be encouraged.

Each member of the Reunion Gift Committee should take advantage of every opportunity that may present itself, at casual meetings or formal occasions, to mention to classmates the subject of the Reunion Gift. The more discussion and talk about the Class Gift, the more chances you have of obtaining your goal.

A telephone and telegraph campaign by the various members of the Reunion Gift Committee, calling or wiring those classmates in the special gift group, should be started about two weeks after the first letter. If the date of the mailing of the first letter is November 15th, as recommended, then start your telephone and wire campaign on December 1st.

I recommend that all pledge cards and all monies be sent by donors directly to the Alumni Fund Agent. He probably is better equipped to handle the details than anyone else. It should be his job to keep each member of the Committee currently informed of all gifts and pledges and other pertinent facts.

B.

The second phase of the campaign should start sometime after the following first of August. Preparations for that Fall campaign could be made during the Summer with the plan of getting out at least two more letters during the Fall. Again, I would suggest that another letter go out sometime around the second November 15th with a follow-up letter around December 10th.

Carry on with the telephone and telegraph, limiting yourself to those in the special group who have not been heard from or who have not spoken in large enough amounts.

Continue this work each November and December until January 1st of your Reunion year comes around.

C.

Whether your campaign is as short as one year and seven months or is longer, the intensive phase of your campaign should start around the first of the calendar year in which you are going to have your Reunion. Then you continuously solicit from January 1st until Reunion.

The general Reunion Committee and especially its Publicity Committee can be of great help. Some type of a class bulletin should go out every month until Reunion is held. This bulletin would, of course, deal primarily with Reunion activities; but it could also be used as a medium to make the Class conscious of the Reunion Gift to be made. Such bulletins, if well done, will be of immense help in raising a sizeable Class Gift whether or not the campaign is prominently mentioned. Such communications prepare the way for solicitation. They create good class relations and good alumni relations. Work closely with the Publicity Committee of your Reunion.

This does not mean, however, that the Class Agent or the Chairman of the Reunion Gift Committee or the Committee members should be idle. Instead, this is the period during which they should work the hardest. From then on, there should be constant telephoning by Reunion Gift Committee - first to the special group and secondly to the general group of non-contributors.

Several hundred dollars spent on long distance telephone calls will bring amazing results. So far as the Class of 1924's campaign* is concerned, I consider this phase of it the most important.

During this period, every effort should be made to get a contribution from everybody in the special gifts group list and in an amount equal to or more than the ratings. There will be disappointments. But, there will also be surprises.

Telephone to the various members of the Reunion Gift Committee around the country. Galvanize them into action. Get them to telephone or visit in turn.

Go over your original Class Book and find out the names of roommates of men who have not contributed. Telephone or wire or write roommates to write or wire each other. If a former roommate is within reasonable reach, get your man to telephone him and talk with him over the telephone. Enlist the services of those who have not contributed. Even though a non-contributor may not get a contribution from his roommate, he will usually respond with a gift of his own.

* Expenses of long distance telephone calls were not borne by the University or by any Class Fund. They were paid by the individuals making the calls.

Get as many people buzzing communications around as possible.

Be sure and get out a letter a month to those who have not promised to contribute. By this time, the number of those who are classified in the special group who have not contributed will probably be relatively few. To each of them a separate letter should go out each month -- not a form letter, a personal letter.

Carry on in this manner until Reunion.

D.

At Reunion, much good work can be done.

Don't get discouraged if by the time Reunion comes around there are a lot of people who have not contributed as much as you expected. The chances are most of them have given something, but you will probably find that a number of them have not given as much as they should have. Concentrate at Reunion on those whose gifts were below par. Don't dun them to death, but divide the names among the Reunion Gift Committee at Reunion. Persuade a close friend to speak to each below par giver and to each non-contributor. The Class of 1924 raised over $4,000 during Reunion - mostly from persons who had previously given something.

There will usually be a sizeable number of classmates who, for one reason or another, will not show up at Reunion. What about the non-contributors or the below par contributors in this group? Try to get your Class to send on the first evening of Reunion telegrams to <u>all</u> classmates who did not come to Reunion, expressing regret for their failure to return and expressing the wish that they could be on hand to participate in the grand and glorious occasion. To the absentees who live within overnight distance, and who might come if further pressed, put in their wires an additional plea to hit the trail at once to New Haven. The overall coverage will reach the men you want to touch. But don't ask for money in the telegram - merely mention the gift as if only reporting its amount and percentage of contributors. Expenses of these telegrams should come out of the Reunion expenses.

Try to get members of your Class at Reunion to call up their absent classmates with whom they are the closest. Let the expenses there be borne by the various individuals doing the telephoning. This was done in several cases last June at our 25th Reunion.

The whole effort is to make every member of the Class feel that this is a Class endeavor; that Class achievement is involved; and that all are working towards a common goal. Make everyone feel that the responsibility for the Class Gift is not merely that of the Alumni Fund Agent, the Chairman of the Reunion Gift Committee and the members of the Reunion Gift Committee or others; but rather that it is the all important mission of every member of the Class.

If you do not reach your Reunion goal by the time Reunion is over, the chances are you will never get it. During Reunion, you can ask people even who have given a lot of money to increase their gifts. In fact, a number of 1924 voluntarily did so. I would be very careful about asking anybody who had given $500 or $1,000 to do anything more, but you will be surprised at the number of those people who will come up and say "you can count on me for another $100 or maybe $250 or more."

E.

For the final phase - post Reunion - get off to all classmates, who have not contributed or who have not given as much as they should, a letter as soon as you can telling of the Reunion. Emphasize the amount of money so far raised, the number of contributors, and set your goal for a final percentage of donors as high as you can possibly dare.

In the case of 1924, we set our goal at 95% at a time when we only had about 73% of the class contributing. We actually got 96% of our living graduates to give something (all but 10 made a gift) and of the living non-graduates 39 out of 67 contributed or 58%.

The post-Reunion period should be devoted primarily in building up the number of contributors. This is hard work. It is unbelievable the inertia classmates have. It is highly important to get all possible contributions even if only for a dollar so that those who contribute liberally will feel that everyone is giving according to his ability no matter how limited.

This year I spent a lot of time after Reunion calling up people on the telephone all over the country. I whittled the number down from 40 non- contributors among the graduates to 30, from 30 to 20, and finally follow-up telephone calls got the 20 down to 10. The 10 were absolutely resistant. One had a boy who had flunked out at Yale. Another had a boy who was refused admission. Those two will probably never give to Yale. Another had a nervous breakdown a number of years ago and has never been in touch with any of his friends. One was desperately ill. And so it goes. There will always probably be a residue of non-contributors in every class.

VI.

Conclusion

I am well aware that the execution of the above program involves a lot of work by a number of people. But, in my opinion, this is the way it should be. 1924's campaign depended too much on the efforts of too few.

October 26, 1949

EDWIN F. BLAIR
Class Agent for the
Class of 1924 Yale College.

ALUMNI FUND EXPENSE ANALYSIS

	1950		1947	
Salaries	$ 57,017.29	56 %	$ 17,743.16	35 %
Postage, supplies, printing and services	33,711.98	34 %	28,577.16	55 %
Telephone and telegraph	1,306.77	1 %	324.16	.5%
Meetings (incl. class agents dinner) and traveling expenses	5,170.17	5 %	2,438.62	5 %
Miscellaneous	926.19	1 %	1,432.52	3 %
Permanent office equipment	3,378.95	3 %	714.33	1.5%
	$101,511.35	100 %	$ 51,229.35	100 %

	Contributors	Amount	Average Gift	Cost Per Gift	*Percent of Cost to Total
1950	21,230	$770,182	$ 36.27	$ 4.78	13 %
1947	15,500	428,000	27.61	3.31	12 %

*Exclusive of Bequests and Income on Principal of Fund

REGIONAL CHAIRMEN
ALUMNI FUND TIME-TABLE
1951 CAMPAIGN

November 3-4	Yale Alumni Fund Convocation
January 15	Minutes of Convocation and Regional Handbook Mailed from Fund
February 20	Select Committeemen - Please advise us and campaign information will be forwarded
February 27	Set Date of "Kick-off" Meeting for Committee
March 1	Send in Text for Letter Introducing Local Follow-up Work - this is not necessary, but in many instances proves beneficial - we have the facilities to process the text in three days
March 2	Solicitors Cards in Duplicate Mailed from Fund
March 15	Class Agents 2nd Appeal Mailed - establishes a good tie-in
March 16	Up-to-the-Minute Pre-solicitation Standings Mailed from the Fund
March 16	Mail Letter Introducing Local Follow-up Work
March 19	Hold "Kick-off" Meeting
March 20	Begin Solicitation - Best of Luck!
March 21-June 30	Bi-monthly Interim Reports on Progress of Committees
June 30	Campaign Closes

<u>NOTE</u> Please forward any checks as soon as possible after their receipt. Some contributors resent delay in acknowledgment.

YALE ALUMNI FUND

REGIONAL FOLLOW- UP COMMITTEES

FOR THE 1950 CAMPAIGN

Akron	- Ohio	New Haven	- Connecticut
Arizona, No. 1	-	New Orleans	- Louisiana
Arkansas	-	Oklahoma City	- Oklahoma
Baltimore	- Maryland	Philadelphia	- Pennsylvania
Bergen County	- New Jersey	Pittsburgh	- Pennsylvania
Boston	- Massachusetts	Portland	- Oregon
Buffalo	- New York	Providence	- Rhode Island
N. California	-	Queens County	- New York
S. California	-	Reading	- Pennsylvania
Chicago	- Illinois	Rochester	- New York
Cincinnati	- Ohio	Salt Lake City	- Utah
Cleveland	- Ohio	Scranton	- Pennsylvania
Denver	- Colorado	St. Louis	- Missouri
Detroit	- Michigan	St. Paul	- Minnesota
Erie	- Pennsylvania	Seattle	- Washington
Greenwich	- Connecticut	South Bend	- Indiana
Hartford	- Connecticut	Syracuse	- New York
Houston	- Texas	Topeka	- Kansas
Jacksonville	- Florida	Trenton	- New Jersey
Memphis	- Tennessee	Tulsa	- Oklahoma
Milwaukee	- Wisconsin	Utica	- New York
Minneapolis	- Minnesota	Washington, D. C.	
Montclair	- New Jersey	Westchester	- New York
Nashville	- Tennessee	Wilkes-Barre	- Pennsylvania
Newburgh	- New York	Worcester	- Massachusetts

We expect to set up new follow-up committees for the 1951 Campaign in the following regions:

Bridgeport and Fairfield	- Connecticut
Meriden and Wallingford	- Connecticut
New Britain	- Connecticut
New Canaan	- Connecticut
New London	- Connecticut
Waterbury	- Connecticut
Wilmington	- Delaware
Miami	- Florida
Atlanta	- Georgia
Honolulu	- Hawaii
Indianapolis	- Indiana
Louisville	- Kentucky
Springfield	- Massachusetts
Kansas City	- Kansas
Albany	- New York
Dayton	- Ohio
Toledo	- Ohio
Dallas	- Texas
Long Island	- New York
Plainfield	- New Jersey
Richmond	- Virginia

A FEW REMINDERS

1. Please return IBM cards and remind your classmates to do likewise. They greatly reduce the work of our staff, thereby reducing our operating cost. It also helps to have them returned in as good condition as possible.

2. If you send in the order blanks and texts of your letters promptly, our job moves much more smoothly here at New Haven with better service for all.

3. Please don't file your classmates' checks in your bureau drawer. Remember they too have checking accounts and when a check does not come back they write in bewildered tones to our New Haven office.

YALE ALUMNI FUND

FOUNDED 1890

BOX 1503A YALE STATION • NEW HAVEN • CONNECTICUT

Suggested Text for Class Agents' First Letter (Non-Reunion)

February 1, 1951

Dear :

1951 is a year of great significance for Yale.

It is Yale's 250th Anniversary Year -- a time to recognize and do honor to Yale's long, distinguished history.

It is Whitney Griswold's first year as President -- a time when he particularly needs the support of all of us as he faces the difficult days ahead.

It is the year for which the Alumni Fund has set its sights on a gift of $1,000,000 to the University, marking a new plane of giving to assure Yale's ability to live and grow as one of the world's great universities.

Last year over 21,000 of us gave more that $770,000 through the Alumni Fund -- a convincing demonstration by Yale's sons that they are eager to share the responsibilities of Yale's future.

Your gift in 1951 will help Yale to go forward with a faculty second to none, and to provide increased scholarship aid so that no boy of real ability need be denied the opportunity of a Yale education.

Yale is counting on all of us to give thoughtfully -- in proportion to our ability and in proportion to our gifts to other philanthropies which we consider important.

Will you do your part by sending in your check -- today?

Sincerely yours,

Every Yale Alumnus a Contributor to the Alumni Fund in 1951—Yale's 250th Anniversary Year

INTERIM ALUMNI FUND REPORT

APR 1 1950

CLASS: 194[illegible] NON-COLLEGE

APR 18 1950 CALIF.

NUMBER OF CONTRIBUTORS	PERCENTAGE OF CONTRIBUTORS	AMOUNT TO DATE	PERCENTAGE OF DOLLAR QUOTA
45	22%	$332.00	70%

Curtis P. Fields

NEW HAVEN APR 12 10 PM 1950

RECEIVED APR 21 1950 MAIL ROOM

THIS SIDE OF CARD IS FOR ADDRESS

Mr. George H. W. Bush NC'48
624 South Santa Fe Apt. A Agt.
Compton, California

INTERIM ALUMNI FUND REPORT MAR 1 1950

CLASS: 1948 NON-COLLEGE

# OF CONTRIBUTORS	AMOUNT TO DATE	% OF DOLLAR QUOTA
24	$222.00	47%

Curtis P. Fields

NEW HAVEN
MAR 8
7 PM
1950

BUY
WAR SA

THIS SIDE OF CARD IS FOR ADDRESS

Mr. George H. W. Bush NC'48
624 South Santa Fe-Apt. A Agt:
Compton, California