

The content of this report is intended only as a brief of activities in connection with Indiana University's 150th Birthday Fund. Many other details are in the files of the 150th Campaign and the I.U. Foundation.

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CAMPAIGN OVERVIEW

150th BIRTHDAY FUND

As Indiana University approached her 150th year, the Board of Trustees and the administration of the University decided to observe this special event in the year 1970 with special events and programs. During the commemoration, special attention was to be given to Hoosier history and tradition with particular emphasis on the educational, cultural, social, economic and public service contributions the University had made since 1920. As an integral part of the Sesquicentennial celebration, the Board of Trustees authorized the first capital fund campaign by the University since 1922. The Board of Trustees of the University requested the Board of Directors of the Indiana University Foundation to organize, manage, and otherwise make effective a solicitation which was later to be known as the 150th Birthday Fund.

In October of 1967 Dr. Herman B Wells and Mr. William Armstrong of the University Foundation contacted Ketchum, Inc., a fund-raising counsel of Pittsburgh. Ketchum was asked to make a feasibility study as to the fund-raising possibilities of Indiana University, particularly as it related to a capital funds campaign such as had been visualized. A most detailed feasibility study from interviews with 284 friends and alumni and a report on the University's fund-raising potential was submitted by Ketchum, Inc. to the Foundation in December of 1967.

A contract was made and entered into on the 30th day of January 1968 between Ketchum, Inc. and the Indiana University Foundation. Ketchum agreed to supply the Foundation experienced staff for the purpose of organizing, managing and otherwise making effective the solicitation of a fund by and among the Board members and friends of the University. The

size of the goal for the fund drive was to be determined within 90 days after February 12, 1968.

The Foundation, in creating the fund, indicated that gifts would be sought from University Trustees and I. U. Foundation Board members, faculty and staff, individual and business foundations, corporations and alumni and friends to help the University provide that extra measure for excellence. The fund was in no way to be designated as a substitute for the regular and proper funding by tax dollars or in any way to interfere with the Annual Giving Program of the Foundation which had been going on for several years.

Much of the initial planning and organization for Indiana University's 150th Birthday Fund took place from February to July, 1968. During these first six "action months" planning and organization was begun for the fund-raising campaign that was eventually to raise over \$51 million to be used for the Campaign's goals.

Starting in February, additional members of the Ketchum, Inc. staff were brought aboard (Note 1) and given space in which they could work.

In the last week of February, 1968, the general leadership responsibilities and objectives were discussed in meetings involving President Elvis J. Stahr, Chancellor Herman B Wells, Mr. William S. Armstrong, Mr. Thomas E. Cosgrove and Mr. Wm. Adams Littell, a representative from Ketchum, Inc. The responsibilities of the Campaign Cabinet, composed of the General Chairman, the President, the Chancellor, the Executive Director of the Indiana University Foundation, the Board of Directors of the IUF, the

Note 1 -- Dates of Ketchum, Inc. personnel assignment:

Frank H. Bandini	Feb. '68-July '68	Dallas L. Mackey	Jan. '70-June '71
Lewis W. Barron	May '68-Dec. '70	Wm. L. Melvin	Nov. '69-July '70
John P. Capurso	Oct. '68-Dec. '68	A. Hervert Schutte	Nov. '68-July '69
Wm. Adams Littell	Jan. '68-July '69	Irene C. Whitney	Feb. '68-July '68

Trustees of Indiana University and various other campaign chairmen were established on February 23, 1968 in a memorandum written by the headquarters campaign staff.

It was also decided that the name for the campaign would be "150th Birthday Fund" and that a close working liaison would be arranged with the Sesquicentennial Committee, chaired by Mr. Claude Rich.

On March 11, 1968, Ketchum, Inc. presented a "Plan of Campaign" to the Board of Directors of the Indiana University Foundation. The Board accepted the plan and the responsibility for implementing it. The campaign schedule as outlined in the "Plan of Campaign" was modified frequently due to unforeseen events.

On March 1, 1968, the initial plan for organization procedure and the timetable for solicitation of the various groups and friends was established. This timetable was modified several times during the period of the campaign due to:

1. Delay in recruiting volunteer workers.
2. Need to recruit paid staff and evaluate prospective donors at the same time that campaign solicitation was being done.
3. Insufficient paid staff to work with all phases and areas of the campaign at the same time.
4. Paid staff being mostly new to fund-raising profession, required a lengthy break-in and training period.

The original expense budget was also prepared during this time.

An important aspect of the campaign was then brought up:

Standards of Giving. Drawing upon experiences with other fund-raising campaigns around the country, Ketchum impressed upon the leaders that they must ask for certain levels of giving in order to insure the success of the campaign. A chart was prepared showing that approximately 80% of the total dollar goal must come from no more than 166 contributors.

On the other hand, a "Century-and-a-Half-Club" was suggested whereby a contributor would give \$360.00 ("Only ten dollars a month for 36 months"), receive a certificate and have his name inscribed on an Honor Roll listing the donors to the fund. Ketchum also proposed that the giving of a memorial, i.e. classroom, laboratory or entire building, would encourage all prospects to higher levels of giving.

Finally, the basic campaign policies and fundamentals of soliciting were presented for review by the Executive Committee during March.

April of 1968 was a very active month.

The 150th Birthday Fund office was moved from the Metz Suite to the 7th floor in the West tower of the Indiana Memorial Union, giving the staff more room to work. Another change was the extension of the campaign through 1970, suggested by Ketchum, Inc. because of the enlargement of the objective by several million dollars. Ketchum personnel agreed to remain until about June, 1970.

On April 11, President Stahr, Chancellor Wells, Mr. Rich and Mr. Armstrong traveled to Boston, Massachusetts to invite Mr. Byron K. Elliott to head the Campaign Cabinet by accepting the General Chairmanship

responsibility. Mr. Elliott accepted and the recruiting for the rest of the Cabinet continued.

One of the most important things discussed in April of 1968 was the setting up of objectives and the campaign dollar goal. The first figure discussed involved raising \$17 million; this was later revised to \$19 million with discussion to be continued.

Ketchum, Inc. drew up a list of the top 30 prospects for consideration, including corporations and individuals. Evaluations started in the Bloomington community; regional campus campaigns were studied and top alumni club areas were listed. Key persons on campus were listed for consideration not only as potential givers but also as possible solicitors.

The first campaign literature, challenging alumni and friends of the University to make Indiana University able to "increase its services and maintain its greatness...and...insure that the future shall be worthy of the past" was written. The formula for crediting pledges was also decided upon in April.

In the early part of May, 1968, evaluation meetings were held in top alumni concentration areas to determine (1) the top prospects in each area, (2) basic procedure for soliciting these prospects and (3) establish working aids and time requirements for the purpose. These meetings were held in Indianapolis, regional campus cities, other major Indiana cities, Chicago, New York and Washington.

On May 20, Byron Elliott, General Chairman of the 150th Birthday Fund, arrived in Bloomington. On May 21, Mr. Elliott, along with President

Stahr, Chancellor Wells, Messrs. Armstrong, Rich, Cosgrove and Littell, convened for a luncheon meeting with 60 key campus individuals.

Among other items, the following were discussed:

1. The 150th Birthday Fund--why it is needed--how it was authorized.
2. Participation by members of the "Campus Family".
3. The urgent and increasing need for private support in all state institutions of higher learning.
4. What are the things that IU needs most--and why?
5. Needed: Names and ideas.

During the latter part of May, the Governor of Indiana, Roger Branigan, and the Indiana legislators were informed of Indiana University's plan for a fund-raising campaign.

On May 31, the Executive Committee received Ketchum's proposed objective for the 150th Birthday Fund, setting the dollar goal at \$25 million.

The month of June brought about the firming up of the Campaign Cabinet, with Edward A. Schrader of New York accepting the chairmanship of the Primary Gifts Campaign. Robert L. Kidd of Bartlesville, Oklahoma became the Major Gifts Chairman, and Howard S. Wilcox of Indianapolis assumed the responsibility of Community Campus Campaign Chairman.

A June 12 meeting at the Marott Hotel in Indianapolis was held to announce the campaign to the University's Indianapolis alumni and friends.

July of 1968 brought little or no new action, but work was continued on plans and soliciting started earlier.

When the contract was initially signed with Ketchum, Inc., it was soon realized that they would only tell the University how to organize a campaign, how to ask for money, propose campaign time tables, give professional counseling direction, and prepare some appropriate campaign materials. They did not do any solicitation of donors.

Ketchum's advisory service in getting the campaign started was useful since the University had not attempted a campaign of this type in over 50 years. The feasibility study submitted by the professionals was a most necessary first step.

During the period of the campaign there was a great deal of discussion as to whether the campaign long counseling service was worth the cost. The consensus appeared to be that in future campaigns, if professionals are used, it would be well to consider short-term counseling.

Ketchum, Inc., did not charge on the basis of a percentage of the goal. A set fee was agreed on, however due to delays in the campaign the professionals' length of service was extended which increased the Ketchum charge to \$364,722.19.

Experience with other college campaigns indicates that approximately 3% to 5% is a reasonable cost percentage of the total fund goal. The 150th Birthday Fund's campaign costs were approximately 2½% of the total money raised.

One of the most notable aspects of our campaign, considering its lack of tenure, was its ability to take on life even though its avowed purpose was to bring about its own end.

Since our goal was to give each of our alumni an opportunity to participate in the fund it called for a complex organization which provided a structured inter-locking network of people and responsibility.

At the national level the 150th Birthday Fund Campaign was divided into eight organizational (soliciting) divisions. The leaders of these divisions along with other key leadership made up the Campaign Cabinet. The Cabinet and the full-time staff were, in turn, responsible to the Indiana University Foundation Board and the Indiana University Board of Trustees. Ex officio Cabinet members provided a bridge of communication between the volunteers, the University administration and the Indiana University Foundation.

The Bloomington National Campaign Office was organized with an Executive Director (General J. O. Butcher, October 1, 1968 - December 31, 1971); one or more, usually two or three, Ketchum personnel (January, 1968 - December, 1970); an Associate for Major Gifts (Clum Bucher, August, 1969 - December, 1971); an Associate for Alumni Gifts (Robert Stebbins, February, 1968 - July, 1971); Associate for Fine **Arts** and Prickett Chair Projects (W. Edwin Clapham, June, 1970 - December, 1971); Public Relations Director/Editor (February, 1968 - December, 1971); Administrative Assistants/Organization and Solicitation (March, 1969 - December, 1970); an Office and Accounting Manager (Mrs. Virginia Barr, February, 1968 - December, 1971). Complete University personnel staffing is shown elsewhere in this report. It should be noted that due to variable work loads many of the responsibilities of the above assignments were kept flexible and broadened from time to time. The personnel filling the Administrative

Assistants/Organization and Solicitation positions were all clean-cut, eager and hard-working, however, none had previous fund-raising experience and had to be trained on the job. The position of Public Relations Director/Editor was filled by five different people during the course of the 3½ year campaign. Difficulties caused by this rapid turn-over are set forth elsewhere in this report.

In campaigns like the 150th Birthday Fund, funds are ostensibly raised for the institution, not by it. It is ideal if there is a dedicated alumni body which is willing to voluntarily step forward in the hour of need to render service to their Alma Mater. The Ketchum survey found our alumni to generally be committed and dedicated to the University. This new type of fund drive did need to be interpreted to them. Clearly this had to be done by the senior administrative officials of the University.

The President is the chief interpreter of the University to the many publics he has to deal with. Presidents Stahr, Sutton and Ryan all did a superb job of interpreting for the campaign constituency the goals, and the projects for which the money being raised was to be used. They presented a clear and forceful idea of what the University is, where it is going, and exciting descriptions of what we needed and why. Their case appealed not only to the conscience but also the imagination of prospective volunteers and donors.

It was acknowledged that one person more than any other on campus assured the success of the campaign. Chancellor Herman B Wells had planned for and dreamed of this event for many years. He personally cultivated and solicited a great percentage of the larger donor prospects,

attended weekly staff meetings where he sustained the organization's morale and gave wise counsel, wrote an endless number of letters and traveled as required all over the country, accomplished an immense amount of research to uncover, identify and work out appropriate approaches for donor prospects, and gave faultless advice on timing for campaign activities. His effective stimulus and creditable example to administrators, staff and volunteers did indeed make the difference between success and failure of the 150th Birthday Fund. He was a whirlwind of high-powered solicitation!!

Although it is not always possible to relate them chronologically to the unfolding of the campaign--there were five fundamental elements which operated throughout the actual conduct of the campaign--leadership, solicitation, organization, timing and communication.

Leadership was of different kinds, different levels, of perhaps even different directions--but all were enmeshed to successfully complete the job at hand.

Members of the Board of Trustees and the Foundation Board became involved in the early months of campaign planning and continued to actively participate until the fund drive was officially closed January 1, 1972.

Alumni were involved in this greatest campaign of their University--they became as one. This was a team effort by our volunteers--staff directed but volunteers were the "action" folks of the campaign.

One of the key factors in organizing and carrying out the Campaign was the enlistment of an exceptional group of men as the National Campaign Cabinet. These volunteers did everything--decided policies, recruited

volunteer workers at all campaign levels, asked for big money, headed up solicitation divisions, traveled around the country to organize and solicit, attended meetings of all kinds, kept the Campaign on the track and sustained the organization's morale, when things were rough.

Volunteers and staff personnel became truly a team under the distinguished leadership of the National Campaign Chairman--Byron K. Elliott. As the senior volunteer he presided at all Campaign Cabinet meetings, counseled the staff, traveled to campaign meetings from east to west coast, joined other volunteers and staff to close important pledges, personally cultivated and solicited many of the major donor prospects, set a personal standard for donors to emulate, sounded the "call to battle" by heightening the emotion of both the volunteer workers and the campaign constituency as a whole, worked tirelessly in the background building morale, pinch-hitting when needed, writing hundreds of personal letters and as a hard-headed realist kept the campaign's collective eye fixed on the fact that an awful lot of money must be raised. Chairman Elliott was the main-spring--the whip-cracker--who convinced all involved of the worthiness of their cause and their work.

At the Bloomington National Campaign Headquarters, General J. O. Butcher acting as Executive Director of the Campaign, headed up a paid staff which varied from 9 to 20 during periods of the campaign. The Director had the responsibility of overseeing all phases of the campaign, acting as a bridge between the volunteer leadership and the staff, managing the staff operations, overseeing the on-going publicity program, correlating the numerous specific problems which constantly arose, planning and part-

icipating in organizational and solicitation meetings--working in the background and pinch-hitting as the need arose, cultivating and soliciting key donors, acknowledging donor gifts by personal letters and cards, and especially overseeing accounting and record procedures. The Director was the day to day coordinator and liaison with the leaders of the Indiana University Foundation who had accepted the overall responsibility for the success of the campaign.

Our staff and volunteers motivated prospective donors by persuading them that our cause was worthy; that in contributing to Indiana he was contributing to a cause larger than the University itself--to higher education. We found an emotional element was important even though the individual did not always recognize it. Generally it was his desire to be identified with a project of which he would feel proud: one that was gratifying and satisfying. One that gave him a kind of immortality--in associating a name in perpetuity with a laudable enterprise.

The Campus Family Division had as its chairman Willis Hickam, who almost single-handedly cultivated and solicited the members of the Indiana University Foundation Board and the University Trustees. Even though it would have been desirable to complete the solicitation of these groups early in the campaign it turned out that activity in this solicitation continued throughout the campaign.

Organization and solicitation of other sections of this Division, i.e., Faculty-Staff and students was carried out by the Campaign Staff and University Administrators. This was the only portion of the campaign

solicitation which had staff personnel in charge of activity.

More details on the organization and solicitation of the Campus Family Division are contained elsewhere in this report.

By the time the campaign was announced Dr. Wells and the Indiana University Foundation had begun to build a group of cultivated friends of the University that laid a basis of strength which was the campaign's ingredient of success.

Mindful that a capital campaign was new to Indiana much discussion centered on--should Indiana proceed cautiously or go all out for a large sum to try to accomplish a general strengthening that would effect most facets of the University?

Was there a case? Was Indiana's need genuine enough to be massively convincing to others besides those intimately connected with the University?

Was the volunteer leadership available? The Ketchum survey indicated Indiana's alumni body had both the quality and quantity of willing volunteer talent to support a major fund-raising effort.

Is the money there? It seemed at the time an enormous task to attain a \$25 million goal. But a goal that seemed attainable based on the affirmative answers to the above questions. Quite aside from the fact that this "enormous" sum was desperately needed, the sheer size of it alone was undoubtedly one of the factors in its ultimate success. It's very important for a campaign to have a stretch goal. Indiana had one to begin

with and because we had to reach hard to get to it, we therefore soared way over the mark.

Why did the campaign achieve the tremendous success it did?

What is the function of such a campaign?

There are a handful of fund-raising maxims--

- (1) "Rule of thirds"--that one-third of the money will come from the top ten gifts, the next third from the next hundred gifts and the final third from all the rest put together.
- (2) The case must be bigger than the institution.
- (3) People give to winning causes, not to needy institutions.
- (4) Publicity never raised a dime--but you can't do without it.

These and other maxims work from a unified core of motivation--intangible terms such as loyalty, duty and sense of obligation.

A fund-raising campaign is a planned mobilization of the friends of a cause or institution, for a voluntary solicitation of proportionate gifts from an informed constituency; always toward a specific goal or objective, and usually within a specified period of time.

This isn't a campaign--it's a way of life.

It was agreed that each and every board member--Trustee and Foundation--should make his gift early in the campaign. These were not, after all, just ordinary people, but devoted, high-minded and selfless leaders on the University's behalf.

We publicized tax advantages of educational contributions. But it is

worth noting that income tax deductions for gifts are a product of giving in the first place rather than the other way around. Contrary to popular conception, tax incentives are the result of--not the cause of--giving. A particular means by which friends record their belief in the importance of the end, one which implicitly assumes that the will to give is, or should be, there in the first place.

Through the personal efforts of William S. Armstrong the campaign was fortunate to have Mr. Bob Hope as Honorary Campaign Chairman. Mr. Hope's pleas to give to your institution of higher education was carried on roadside billboards throughout the state. In connection with his scholarship fund Mr. Hope returned to the campus and also was the star at the opening program in Assembly Hall--a 150th Birthday Fund project.

We used a few real "live wire" students who were articulate, bright and vital at our volunteer organization meetings--they told the campus story, not always the way the administration would, but candidly and from their viewpoint.

All contributions were acknowledged by letter or card by the 150th Birthday Fund Staff. In addition each donor received a machine-printed receipt from the Indiana University Foundation.

GENERAL CHAIRMAN'S MESSAGE

For more than a century and a half we Hoosiers have voiced our views on the written page, in song and in politics with an intensity that has become a mark of Indiana character. We are not the defenders of the status quo, and we share a great urge to bring about change inherent in progress.

This drive, of course, has always had high visibility in the young. When I was an undergraduate on the Bloomington campus, we took a role in politics to learn something about government and its processes before embarking on the practice of law. This did not always have the approval of the community's older citizens. Nevertheless, many of our University's young activists (Wendell Willkie for one, and Paul V. McNutt for another) grew up to be great leaders of men.

And while I would like to report that my own generation has been wise and circumspect in all ways, I must stay within the bounds of credibility and say that at least we gave the doomsayers small comfort.

Through all the experiences of our years and while buffeted by controversy and change, Indiana University has been a great and growing leader, seeking the "margin of excellence which makes for enduring greatness."

Who provides this margin of excellence? First of all, we do, by wanting it and insisting on it. An astonishing portion of the qualitative growth of this great state university has come through channels well known to the private college: voluntary gifts. Even though it is nearly fifty years since Indiana had a broad-scale fund campaign, the University steadily experiences multi-million-dollar annual support. The scope is impressive. It includes works of art, book collections, laboratory equipment, real estate, securities--and even old-fashioned cash.

Now we are organized to continue this pattern of constructive generosity through a 150th Birthday Fund. To celebrate this anniversary we have set out to do certain specific things which are described in the pages which follow.

I accepted the invitation to serve not only because my own roots are deep in the soil of my native state, not only because in my lifetime I have seen this University grow to greatness, and want it to continue, but most of all because I believe in our young people. I want them to have an educational experience of the deepest significance under the soundest leadership.

Even with all of its great progress and growth in the past, the University still presents an emergent or threshold picture. At this time in history, as the University is shaping its course for the long run, what we do for it has a very special significance. The environment of this moment lengthens our reach, and projects our influence far into the future.

Our Sesquicentennial, under the leadership of a strong and inspiring new president, and with the advice and counsel of our own Chancellor Wells, offers us the occasion to reach into the future and help shape it to the needs of generations to come.

We are honored that Bob Hope has accepted the position of Honorary Chairman for the 150th Birthday. A truly distinguished American with a deep interest in higher education, he is one of Indiana University's closest friends. In 1967 he established the Bob Hope Scholarship Fund in conjunction with his third appearance at the Little 500 Weekend. His support and leadership will mean much to the success of the campaign.

Byron K. Elliott
General Chairman, 150th Birthday Fund

The President's Message

I have been keenly interested in the 150th Birthday Fund ever since I first heard it mentioned several years ago. Familiar as I am with the great needs of the University over and above those which can be met through usual sources of funds, I have relished the thought of an all-out effort by the University family and friends to make a spectacular Birthday gift.

All of us appreciate the regular, sustaining support which the University receives. However, the Sesquicentennial is a unique occasion for recognition, like a special personal anniversary, warranting an expression of appreciation and gratitude for the University's very existence. Not only does the Fund give us an opportunity to acknowledge tangibly the difference Indiana University has made in our lives, it also challenges us to strengthen the foundation for the generations of students to come.

No one can doubt the wide interest in Indiana University in her directions for the future. I hope that the depth of feeling from which such pride and interest stem will now inspire an investment in the Birthday Fund.

On behalf of the University, I urge you to see that your name is included on the Birthday gift, and I promise that, to the extent within my power, I will make you proud to have it there. In anticipation of your generous response and for all the University family, present and future, I would add a resounding, "Thank you!"

Joseph L. Sutton, President



Indiana University Foundation

150th BIRTHDAY FUND

for

Indiana University

Dear Alumni and Friends of Indiana University:

The Annual Giving campaign is a continuing and vitally important program of the I.U. Foundation. Without the support of alumni and friends in this yearly effort, the University would be severely restricted in sustaining services and projects which contribute measurably to her stature.

Other significant needs that exist are of such a size and nature that only a major fund drive could possibly meet them. Their fulfillment can no longer be postponed if Indiana University is to maintain her margin of excellence. Accordingly, the Board of Directors of the I.U. Foundation, with the enthusiastic support of the Trustees and officers of the University, has authorized the creation of the Indiana University 150th Birthday Fund. The objective of the Fund is to generate pledges from alumni and friends totaling at least \$25 million. Completion of the solicitation, begun a few months ago, will coincide with I.U.'s Sesquicentennial celebration in 1970.

This is the first capital-funds campaign the University has conducted in nearly a half-century. The last such campaign, in the 1920's, made possible the construction of the Indiana Memorial Union, Memorial Stadium, and the Women's Memorial Hall.

Several major University projects have been in the planning stage for some time. Without funds to implement them, their realization has had to await a future opportunity. It has become increasingly evident that neither public funds nor the assistance of the large foundations, now focused on the problems of the cities, can be counted on to furnish this opportunity.

Thus, the University must look to her alumni and friends for the means of assuring her the "margin of enduring greatness" that will at the same time assure them a university continually worthy of their pride.

A capital-funds campaign has the distinct advantage of offering opportunities for individual giving, whereby one's preferences and interests can be uniquely reflected. What you

contribute will help provide something permanent for Indiana University and of lasting satisfaction to yourself and your family. The enclosed folder describes the major projects sought through the 150th Birthday Fund. One or more of the projects may have a special meaning for you. If so, you may specify that your pledge is to be applied accordingly.

Equally with pledges marked for particular purposes, the University values undesignated gifts. These permit I.U. planners to assign funds as needed in order to gain maximum benefit from their use. For instance, one project may be at a stage of development that requires an immediate commitment. With the flexibility afforded by undesignated gifts, such a commitment can be made.

A guiding precept of the creation of the 150th Birthday Fund is to "Build for A Thousand Years." One of the greatest pleasures I have had in my life is giving money to build for higher education. I urge you to seek this kind of pleasure by pledging as much as you can to build Indiana University for her coming years. Let us keep her in the forefront of American universities.

Sincerely yours,

A handwritten signature in cursive script that reads "Herman B Wells". The signature is written in dark ink and is positioned above the typed name and titles.

Herman B Wells
Chancellor of Indiana University
President of the I.U. Foundation

KETCHUM CONTRACT

CONTRACT

This contract, made and entered into this thirtieth day of January, 1968, by and between KETCHUM, INCORPORATED, a corporation doing business in the City of Pittsburgh, County of Allegheny, State of Pennsylvania, hereinafter known as KETCHUM, and INDIANA UNIVERSITY FOUNDATION, a corporation in the City of Bloomington, County of Monroe, State of Indiana, hereinafter known as CLIENT, witnesses that:

KETCHUM agrees to supply to CLIENT an experienced staff for the purpose of organizing, managing, and otherwise making effective the solicitation of a fund by and among the Board, members, and friends of CLIENT. The staff shall include:

A Senior Director, commencing on or about February 12, 1968, for 17 months, excluding the month of August, 1968.

A Senior Public Relations Manager, commencing on or about March 1, 1968, for 5 months.

A Headquarters Manager, commencing on or about February 12, 1968, for 6 months.

An Associate Director, commencing on or about September 1, 1968, for 10 months.

The size of the goal for the fund drive shall be determined within 90 days after the Senior Director commences his services under this contract.

It is understood and agreed that the subject of additional staff personnel to be supplied by KETCHUM will be discussed with the CLIENT in May, 1968,

to determine whether additional experienced staff should be furnished during the then following stages of the campaign. If additional staff is required, the service fee will be adjusted on the basis of the additional staff furnished by KETCHUM.

If the goal of the fund drive is not attained by July 31, 1969, KETCHUM agrees to continue the fund drive at the option of CLIENT. The compensation for further services shall be determined by mutual agreement of KETCHUM and CLIENT.

The officers and the members of the Board of CLIENT shall cooperate with KETCHUM in the organization of and in the conduct of the fund drive. The final decision in all questions as to the proper methods to be used in advancing the interests of the campaign shall be made by KETCHUM, or its director, and the individual or individuals designated by the Board of the CLIENT as its manager or co-managers of the drive.

CLIENT agrees that the funds raised in the proposed drive are to be used for the erection and equipment of new buildings, the renovation, improvement, and refurbishing of existing buildings, scholarship funds, library books, special equipment, grants, research funds, endowments, and other projects and activities for Indiana University.

It is understood that the fund drive to be conducted under this contract shall not require any change in the CLIENT'S annual giving campaign or in the University's or CLIENT'S efforts in obtaining funds from the legislature or the Federal Government for operations and other needs. Other new efforts for fund raising shall not be undertaken by CLIENT during the progress of the fund drive under this contract.

As a compensation for KETCHUM'S service, CLIENT agrees to pay KETCHUM a service fee of One Hundred Forty-Five Thousand, Two Hundred Fifty dollars (\$145,250), payable as follows:

\$ 7,250*	February 29, 1968	\$8,000	January 31, 1969
10,750	March 30, 1968	8,000	February 28, 1969
10,750	April 30, 1968	8,000	March 31, 1969
10,750	May 31, 1968	8,000	April 30, 1969
10,750	June 29, 1968	8,000	May 31, 1969
10,750	July 31, 1968	8,000	June 30, 1969
8,000	September 30, 1968	4,250	July 31, 1969
8,000	October 31, 1968		
8,000	November 30, 1968		
8,000	December 31, 1968		

*This payment was computed on a starting date of February 1, 1968, for the services of the Senior Director and Headquarters Manager. It will be pro-rated after the exact starting dates of the services of the Senior Director and the Headquarters Manager have been determined.

It is understood that this fee includes, in addition to compensation for KETCHUM'S service, the compensation of the Senior Director, Senior Public Relations Manager, Headquarters Manager, and Associate Director, and the living expenses of all staff members at, and their travel expenses to and from, Bloomington. Other travel will be separately reimbursed.

It is understood that the total expense, exclusive of KETCHUM'S fee as set out above, of the proposed fund drive shall be determined by CLIENT not later than April 30, 1968, and a budget of such expense shall be established. This budget shall include all necessary expenditures for the costs of meetings (including lunches or dinners), clerical services, headquarters rental, postage, printing, stationary, mailings, telephone and telegraph, travel expense incident to the campaign, and other similar items. All expenditures in the fund drive shall be made in accordance with the budget as originally established or as it may be modified from time to time by CLIENT; and neither KETCHUM'S director or other employees shall make any commitment outside of the budget

limitations without the written approval of the individual or individuals designated by CLIENT as its manager or co-managers of the drive. All bills are to be made to CLIENT and approved by KETCHUM'S director.

It is understood that all funds produced by the drive shall be received by, and all subscriptions and pledges shall be made payable to, INDIANA UNIVERSITY FOUNDATION.

It is understood and agreed that this contract may be subject to cancellation on sixty (60) days' written notice by either party to the other. If CLIENT effects such cancellation it shall be obligated to pay to KETCHUM the service fee installments which become payable during such 60-day period under the schedule set out above.

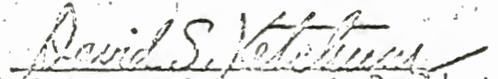
It is further agreed that KETCHUM will not hire any employees of CLIENT and CLIENT will not hire any employees of KETCHUM within three years after the completion of the terms of the contract.

IN WITNESS WHEREOF, KETCHUM and CLIENT have executed this agreement as of day and year first above written.

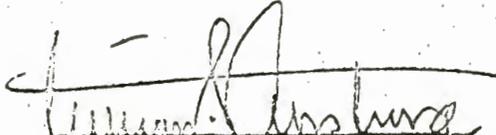
ATTEST:


Administrative Vice President
and Treasurer

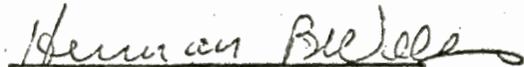
KETCHUM, INCORPORATED


~~Chairman of the Board~~ President

ATTEST:


Executive Director

INDIANA UNIVERSITY FOUNDATION


President

FEASIBILITY STUDY AND REPORT ON
FUND-RAISING POTENTIAL
(KETCHUM)

A FEASIBILITY STUDY AND REPORT
ON FUND-RAISING POTENTIAL

Prepared for:

INDIANA UNIVERSITY FOUNDATION

BLOOMINGTON, INDIANA

By:

KETCHUM, INC.
Pittsburgh, Pennsylvania

December, 1967

To those to whom this report may come:

We have had the privilege in recent weeks of studying the fund-raising possibilities of Indiana University. The approach was on the practical basis of doing it now -- now meaning as soon as the proper sanctions permit. This report is accompanied by a recommendation based on what we discovered.

We are accustomed in such studies to discovering some unfavorable factors and some warning signs. We expected them in this instance, particularly as a wide-spread request for given money would be a new departure for this great state university. We found very few of those negatives, which was a most pleasant surprise. We found, instead, a reaction reasonably close to unanimous from the friends of the University visited, indicating a campaign atmosphere much more wholesome than we counted on.

We could not have had more wholehearted or more effective cooperation from the people of the Indiana University Foundation, who set up the appointments most efficiently. Within the bounds of a reasonable objective directed toward the attainment of wholly defensible goals, Indiana can have a completely successful campaign ---IF. That IF raises the question of what you will contribute toward a victory and what nearly 300 first-class people said when we talked with them during the study. We have little doubt that you and they will give yourselves to it to the full extent of the University's need and then there won't be any IF.

Sincerely,

KETCHUM, INC.

Carlton G. Ketchum
Wm Adams Littell

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INTRODUCTORY

What we sought to learn

The interviews herein described were planned in full awareness that Indiana University is a State institution, tax-supported, and that it does not have the accumulated experience of the typical private institution in going to its friends for support. Nor does it have a comparable body of friends who are conditioned over the years to being asked, and responding to, appeals for voluntary help save for current budgets. Also, the interviews were made in full awareness that any asking would of necessity be for needs which the State Legislature would be unwilling or unable to meet, and care was taken to communicate this premise to the persons interviewed.

Against this background, the interviewers undertook to determine attitudes among alumni (and a limited number of others) regarding willingness to work, to accept leadership, and to give. Samplings of community attitudes and of the economic climate were sought.

Particularly the interviewers endeavored to identify the potential sources of significant gifts, while realizing that it is early, but not too early to start seeking this type of information.

Finally, general attitudes and suggestions were noted, and such of these as are deemed worthy of report are noted elsewhere herein.

Where we went

A total of 284 interviews were conducted by Messrs. Melvin and Littell. In addition, there were consultations, single or repeated, with the following administrative officers.

Chancellor Herman B. Wells

William S. Armstrong

E. Ross Bartley

Harold F. Lusk

Edward C. Von Tress

Thomas E. Cosgrove

Claude Rich

Initially a geographic pattern of interviews was worked up with the help of Mr. Armstrong. There was agreement that although emphasis would be placed on talks with alumni and friends of middle years or beyond, and in posts of responsibility, there would be also some samplings of opinion among younger alumni. There was also

agreement that care should be taken to include in the list of interviewees some individuals who are not known yea-sayers. Both members of the interviewing team are satisfied that this was done.

For the conduct of these interviews, the State of Indiana was pretty well crisscrossed. In the scheduling, two Indiana cities--Muncie and Lafayette--were bypassed because of the existence in those cities of other state-supported institutions. On the other hand, opinions were solicited in South Bend and Mishawaka--on the doorstep, so to speak, of Notre Dame. Some samplings of opinion were taken outside of Indiana: in Chicago, in New York, Louisville and Cincinnati.

The majority of the interviews, however, were in Indiana and included the following communities:

Anderson	Gary	New Castle
Bedford	Greensburg	Peru
Bloomfield	Hammond	Richmond
Bloomington	Indianapolis	Rushville
Bunker Hill	Jeffersonville	Seymour
Columbia City	Kokomo	Shelbyville
Columbus	La Porte	South Bend
Connersville	Logansport	Spencer
East Chicago	Madison	Terre Haute
Ellettsville	Marion	Valparaiso
Evansville	Mishawaka	Vincennes
Fort Wayne	New Albany	

The interviews included five of the eight Trustees of Indiana University and 13 of the 25 members of the Board of Directors of the Indiana University Foundation, for a total, since three of the individuals visited serve on both bodies, of 15. Also interviewed were eight high-ranking members of the academic family in Bloomington and ten administrative officials of the various regional campuses.

A high percentage of all of the persons interviewed were alumni, although there was a useful sprinkling of well-selected non-alumni. In addition to the scheduled interviews there were some visits to chambers of commerce as time permitted, and a few "targets of opportunity".

After the general pattern of visitation was agreed upon, Mr. Armstrong and his staff accepted responsibility for the scheduling of the visits. This added greatly to the efficiency of the program. The interviewing team enjoyed excellent relationships with the many members of the Foundation staff who repeatedly departed from their routine responsibilities to be of help.

Questions asked

The typical interview required half an hour or longer, although occasionally, at the request of the interviewee, the time was shortened. Each began with an introductory statement, varying somewhat from interview to interview, the substance of which is reproduced in the Appendix.

For the body of the interview, a form was developed for use by the interviewer. At the outset it was agreed with Mr. Armstrong that copies of the notes so obtained would be delivered to him at the conclusion of the study. This is being done with the understanding that these are work papers only, and not for general use but for the guidance of officials of the University and of Ketchum, Inc. in drafting this report. Questions were directed particularly to the following subjects:

Willingness to work

Willingness to accept leadership

Willingness to give - personal

Willingness to give - corporate

Ability to give

Willingness to upgrade and influence giving

Opinion -- goal

Opinion -- institution's public relations
image

Opinion -- community campaign mood

Opinion -- community economic outlook

Major potential sources

Possible campaign leaders

In addition, general opinions and suggestions were solicited. The form used for noting the results of interviews is included in the Appendix.

Nature of interviews

Care was taken to avoid "loading" of questions or guiding of responses into desired channels. It is not claimed that achievement in this respect was perfect. Understandably, many an interview began with some existing prejudice stated by the interviewee. Frequently, but not always, the first expression was favorable.

It should be understood that the interviews were, by their nature, educational. Almost invariably the interviewer supplied some information not in the possession of the person being interviewed.

Some of those interviewed had knowledge that a campaign was being considered (these being almost entirely in the Trustee category). The balance had no idea that a campaign was under consideration. Against this background, the responses obtained became all the more interesting, since the interviews were not preceded by any particular public relations spadework. Of course the Trustees had that knowledge.

Finally, we note that most of the individuals interviewed occupy key positions in their communities or professions and are accordingly persons from whom their neighbors get some of their news and some of their views. It is proper to report, therefore, that the idea of the campaign which has been studied and which is now being recommended has been communicated not only to the more than 250 individuals interviewed but, through them, to several times that number.

Early in the program of visitation usefulness was discovered in the booklet Margin for Excellence, published by the National Association of State Universities and Land-Grant Colleges through a special grant from the S & H Foundation, Inc. Copies of this publication, which states the case for voluntary support in public higher education and emphasizes the need for its growth, were left with many of the persons interviewed.

ANSWERS RECEIVED

General qualifications

The parallel between the type of interview herein and the widely-publicized polls of public opinion is general at best. The pollster confines his questioning to a very narrow area, and his questions to extremes of simplicity, always in anticipation of the elemental statistical analysis which is to follow. The University's interviewing team made a series of visits for which in each instance the door had been opened in advance by the University. The interview consisted of these basic components: a brief introductory statement by the interviewer --see Appendix for text -- followed by specific questions, and finally a voicing of general opinion.

It is difficult to ask some of the questions without conveying the impression that affirmative or friendly answers are desired, and the findings which follow should be given some small discount on this score. On the other hand, the persons interviewed were all mature adults from whom a high degree of objectivity could in reason be expected. The suggested discount therefore should not be great.

In quite a few instances there were replies, tending to the elaborate, which required translation by the interviewer into simple categories. This was done in each instance to the best ability of the individual interviewer.

TABULATION OF ANSWERS

1. Willingness to work:

	<u>Number</u>	<u>%</u>
Yes	183	76
No	26	11
Perhaps	<u>32</u>	<u>13</u>
	241	100

Interpretation:

This question produced an unexpectedly high percentage of affirmative answers. Every effort was made by the interviewers to phrase these and other questions as objectively as possible. Even after acknowledging that the mere posing of such a question tends to inspire a reply that pleases both parties to the interview, this showing must be regarded by the University as gratifying. Another factor that must not be overlooked is that these questions were directed to individuals of whom a very high percentage have special association with, and interest in, Indiana University. They could be presumed in advance to be fairly likely prospects as workers.

Offsetting this factor at least in part is the fact that a number of individuals were deliberately added to the visiting list who were not close friends of the University. It is reasonable to assume that the close friends of the University who were interviewed would be inclined to be quite candid in their responses.

Here we remind ourselves that many of the persons interviewed are in positions of leadership in their communities or fields of livelihood, and are therefore singled out with some frequency for leadership roles in voluntary funding efforts. These individuals can be expected to react with more caution than those who have not yet been so marked by their neighbors. All the more weight therefore can be attached to the affirmative majority of the replies to this question.

Most of the people who said "No" volunteered specific reasons for so saying. Were there any appreciable differences in the answers that could be identified by geography? With the possible exception of the Lake County area, where the question of a new medical college is a red-hot issue, the answer seems to be in the negative.

2. Willingness to accept leadership:

	<u>Number</u>	<u>%</u>
Yes	122	51
No	65	27
Perhaps	<u>53</u>	<u>22</u>
	240	100

Intpretation:

The percentage of "Yes", "No" and "Perhaps" replies can be viewed as pleasing, but this view must be tempered by the realization that to one man the question may mean the general chairmanship, but to another the captancy of a team of four or five workers. Here again, most of the persons who replied "No" gave specific reasons, thus dismissing the thought that they were simply unwilling or uninterested. The interviewers made it clear they were not trying to nail down commitments.

A good many leadership candidates were suggested during the survey for regional and state levels.

3. Willingness to give - personal:

	<u>Number</u>	<u>%</u>
Yes	195	82
No	12	5
Perhaps	<u>32</u>	<u>13</u>
	239	100

Intrepretation:

This question produced the highest percentage of affirmative replies. The interviewers found significance in the unexpectedly low percentage of individuals who indicated unwillingness to give because Indiana University is a State institution. This appears to justify the conclusion that by and large the people interviewed seemed to be rather well educated in the University's fundamentals, and the changing educational needs of today. Most of the givers of the "Perhaps" answer indicated that they will decide about personal gifts when more information is made available.

It is of special interest that many individuals who are currently contributing to annual funds promulgated by the Indiana University Foundation or the individual colleges hesitated thoughtfully at this

point and began relating their present gifts to a possible campaign pledge. Some asked questions about how a campaign would affect the ongoing funds and most of these askers sought assurances of continuity. The questioners were told that accumulated experience in a great many campaigns shows the wisdom of protecting both the flow of support and the performance records of such funds.

An appreciable number of persons indicated that their interest runs to a particular school or department or project. This is not surprising; a very high percentage of pledges in a campaign of this type are earmarked for specific use.

While the majority of alumni interviewed volunteered their services in the fund-raising effort, they were predominantly middle-class professionals--lawyers, physicians, dentists and educators.

There were some "small businessmen" and middle level management executives. In some areas these alumni could provide satisfactory campaign leadership. In the larger cities and counties leadership will have to be sought nearer to the top of the business structure.

4. Willingness to give - corporate:

	<u>Number</u>	<u>%</u>
Yes	30	34
No	15	17
Perhaps	<u>44</u>	<u>49</u>
	89	100

Interpretation

Here the interviewers encountered both a reduction in the number of replies and, where responses were had, an understandable caution. In the first place, many of the persons interviewed were professional people or others who could not be expected to have association with, or voice in, corporate decisions. In such cases no answer of any kind was recorded. Where the interviewee had a reportable corporate viewpoint and was willing to voice it, he usually expressed it with appropriate reserve. What was being asked here concerned the probability not of a familiar action, but of one which in most instances had never been taken before, or even contemplated. The fact that Indiana University has not gone asking to its corporate neighbors gives this reading an aspect of genuine encouragement.

The list of Indiana corporations obtained from the State Chamber of Commerce includes the best industrial prospects. Industries more remote will in most cases have to be approached on the basis of their employment of I. U. alumni, or of beneficial research in which I. U. participates.

5. Willingness to upgrade or influence giving:

	<u>Number</u>	<u>%</u>
Yes	120	54
No	17	8
Perhaps	<u>84</u>	<u>38</u>
	221	100

Intpretation:

This question is admittedly of a general nature. The responses may be viewed as generally gratifying but without major statistical significance. Among them, however, were some interesting specifics. Casting the large net sometimes brings in the unusual fish, and this question did on a few occasions.

6. Opinions as to the institution's public relations image:

	<u>Number</u>	<u>%</u>
Good	196	86
Bad	9	4
Average	<u>22</u>	<u>10</u>
	227	100

Interpretation:

Here the interviewing team must call attention to the rather striking phenomenon in public relations which occurred during the month and a half covered of these interviews. At the outset, the persons interviewed volunteered most of their opinions on the general subject of campus demonstrations and the administration's handling of these. Many of those interviewed expressed deep concern. Then as the weeks passed and as Indiana University's fortunes in football advanced, less attention was given by those interviewed to the campus long-hairs and more to coach John Pont and his stalwarts of the gridiron. Almost visibly the favorable image of Indiana University grew to the virtual eclipse of the unfavorable. The interviewers will leave to the scholars and historians the question which of these

images is the more enduring. They do report, however, that not only alumni, but the whole state of Indiana rejoices that Indiana University's team is headed for the Rose Bowl. It is no secret, of course, that Hoosiers are a distinctive breed, and proud of being Hoosiers.

From those who view both the hippies and a winning football team as passing phenomena came many encouraging observations as to the stature of Indiana University in the worlds of education, arts and sciences, music, business, medicine, dentistry and law. Some of the most encouraging of these observations came from the most knowledgeable quarters. Where the opinions were negative, the interviewee in most instances recited a personal expression or frustration to justify his view. None of these negative views, in the opinion of the interviewers, constitute causes for serious concern.

7. Opinion as to community campaign mood:

	<u>Number</u>	<u>%</u>
Receptive	120	55
Unreceptive	18	8
Indifferent	<u>79</u>	<u>37</u>
	Total	100

Interpretation:

Effort was made in the interviews, and especially those conducted at some distance from Bloomington or outside the State, to define "community" as consisting of alumni and others who have had some association with the University, and their friends. To help in this direction, additional questions were dropped in when needed to produce some indication of alumni club activity. This question was not rendered any easier to answer by the absence of particulars as to the campaign objective.

Alumni interviewed in the survey were overwhelmingly receptive to the sesquicentennial fund idea. However, there must be a statement of definite needs which will convince alumni and others of the necessity of private giving to provide items that manifestly are not likely to be afforded by legislative appropriation.

The average person interviewed tried to look objectively and without emotion at the question, and did so in awareness that no campaign announcement has been made. The interviewers do not feel that many persons let their optimism run away with them in answering this question. The showing, therefore, with the "receptive" view

outweighing the "indifferent", and the outright negative "unreceptive" very much in the minority, can be viewed as encouraging.

8. Opinion as to community economic outlook:

	<u>Number</u>	<u>%</u>
Excellent	60	25
Good	123	52
Level	41	17
Bad	<u>15</u>	<u>6</u>
	239	100

Interpretation:

Here the great majority of all of the persons interviewed divided between the top two categories, and many of those who chose "Good" as their answer added reasons for not choosing the top. Strikes or other local conditions were cited by persons who opted for the lower two levels of reply.

The communities with a distinctly industrial base were all in good or excellent economic condition as of the time of the study. Those communities dependent on cash income from agricultural products

were hurt by a poor corn year and inability to harvest much of the corn and soybean crop.

Here and there an interviewee, peering into the future for the longer view, voiced concern over national fiscal policies and mentioned the gold drain, unfriendly pressure on the dollar and soaring wage and interest rates which, coupled with rising prices, add up to inflation. There is no doubt, however, that the general business climate in the eyes of most of the University's friends is now, and probably will be through the coming year, about as favorable as could reasonably be desired.

SOME SURPRISES WERE ENCOUNTERED

It was to be expected that not all would greet the idea of a campaign with instant enthusiasm. Unexpected, however, was the small number of persons -- we place it by estimate, there being no precise yardstick, at less than five per cent of those interviewed -- who expressed fundamental opposition to the idea.

Even more surprising was the still smaller percentage which declared opposition in the belief that any and all of the University's needs should be met by use of the taxing power.

No astonishment was produced by the warning, encountered with moderate frequency, of the difficulty of persuading corporations to make Sesquicentennial contributions after all those years of not being asked to do anything. Encouraging, however, was the small number of specific declarations of a negative nature.

Most unexpected but satisfying were the high percentages of individuals who made forthright statements of willingness both to work and to give. Such assurances do not guarantee the success of a campaign, but they do constitute a first class starting point.

SELECTED REPRESENTATIVE OPINIONS

Herewith are excerpts of some of the views expressed, which are grouped loosely by subject. Only those have been selected for inclusion which were voiced several times, in general substance as shown.

Campus demonstrations

- These things don't just happen. They are inspired. They don't originate on campus, or in Bloomington.
- It's those wild-eyed junior faculty members who bother me most of all.
- The Rusk apology was a splendid move.
- The administration isn't tough enough. They keep threatening terrible punishments, but none seem to happen.
- Glad to see I. U. dealing firmly with those longhairs, without putting the leg irons on intellectual freedom. Stahr has done an excellent job.
- I can remember, earlier this fall before I caught Rose Bowl fever, when as an I. U. alumnus I was alarmed and embarrassed by these screwballs.

Indiana University Foundation

- Glad to see the Foundation is now publishing financial statements.
- Can't be doing too badly if it is winning those national awards.
- I'm sure the Foundation does needed things which, if there weren't a Foundation, simply wouldn't get done.
- The Little 500 is a lot of fun, and it starts training the kids in the need to do things for their alma mater, and through her for others, while they're still in school
- The Foundation does a first class job.

Independent colleges

- Can't expect them to like it if I. U. mounts a big campaign.
- Our company made its first investment in higher education by giving to the Associated Colleges of Indiana; now we have opened up, and give more, to other schools.
- You're going to run into conflict with the ----- campaign.
- If Michigan needs to campaign and does, and succeeds, why not I. U. ?
- Our company is oriented in its giving toward the independent colleges. If we have to make a choice, I. U. might come in second.

Size of goal

- With Notre Dame in the field for \$52 million, surely I. U. can handle at least half that.
- Don't go for pie in the sky; remember, this is for practical purposes our first time out.
- So Michigan campaigned for \$55 million and has over \$70 million? Is Michigan that much better than I. U. ?
- \$15 to \$25 million would be high compared with the income of the I. U. Foundation.
- I can give you a much better answer when you show me a specific list of objectives.
- We're a big university now; let's not go for peanuts.

Public relations image

- In my day we were a nice little university in the country, with a sort of country club atmosphere. Now what are we - - tenth in the U.S. ? Can't say I'm crazy about this business of providing education for the masses.
- Our main product used to be school teachers. Now we produce almost everything but engineers and county agents, which we leave to Purdue.
- I. U. is so big, and so diverse, that it doesn't project, and maybe shouldn't try, a single image.
- President Stahr's letter on the Dean Rusk and Dow Chemical demonstrations was excellent; it pleased and satisfied most of the recipients, and gave them useful material to pass along to their friends.

- I. U. has great need to build rapport with the professions, particularly doctors; there are some of these with I. U. degrees who never saw the Bloomington campus. Most of I. U.'s lawyer alumni at least know what the campus looks like.
- The whole public image of I. U. has improved spectacularly through the Wells years, and this is continuing under Stahr. We are high now, and going higher.

Economic outlook

- Good. I would say excellent except that we've had some strikes, and may have more.
- Excellent, but a balloon can't keep going skyward forever.
- Steel strike in spring? Could be big trouble.
- Long term, we're headed for disaster, although you and I may not live to see it.
- More people have more money than ever before in history.

Campaign mood

- This city has been campaigned to death. You're going to get some cold shoulders here.
- Don't expect alumni in this area to spring up in their enthusiasm for a campaign. A lot of them we've never seen anyway, except on a list furnished by Bloomington.

- Be sure you go after the families that have sons and daughters enrolled at the local campus. Some of these kids are getting a college education that their parents never dreamed would be within reach.
- Better check with the Chamber of Commerce or United Fund before you make any firm plans. You might run into an embarrassing conflict.
- We do quite a bit of campaigning here, but I guess that's because we're growing, and because we all want more for our home town, than we now have.
- There's a lot of money raised hereabouts. I'd like to see some of it go to I. U.

The Legislature

- Should react with pleasure at the sight of Indiana University exerting itself for that extra margin of advancement, instead of just leaning on the tax structure.
- May there be some danger that the Legislature, seeing the University launch a big campaign, will feel that this removes some of the funding pressure?
- You will need a pro forma statement at the outset, prepared very carefully, and simply, and distributed by the University to members of both houses, stating what the University is preparing to do, and why.
- Who can predict what a legislature is going to do? Study the problems carefully. Decide what is necessary and right. Then go ahead and do it.

BASIC INTERPRETATION

The fundamental fact emerging from the interviews just completed is that most of the friends of Indiana University, without faulting the Legislature for its biennial funding of needs, want more for the University than the bare minimum provided by such funding. They want that extra margin of achievement in the thrust for excellence, constant and unrelenting, which distinguishes the great university from the adequate. They agree, nearly all of those whose convictions are as just noted, that the approaching 150th birthday of the University provides a splendid occasion for the mounting of a campaign which will provide the funds and the added impetus contemplated.

Understandably, a number of the University's friends feel some concern over the reaction by the Indiana Legislature to a major fund campaign on the part of its largest institutional charge, and a number of useful suggestions have been noted in this direction. The Legislature should not be viewed as a campaign bogey man. Most certainly full and careful communication is needed, but faint-heartedness and delay -- no.

Interviews in the areas of the regional campuses support the belief of Chancellor Wells that area campaigns, for specific local campus improvements and addressed to the neighbors of these campuses, would have reasonable expectation of success. The experience of Ketchum, Inc. in a score or more campaigns of this character, with a very high degree of success, bears this out. A word of caution here: in our zeal to localize these segments of the campaign, the tall and maternal image of Indiana University at Bloomington should not be too much obscured.

In certain areas of the state the medical college question is an important issue, and one from which the campaign might have difficulty in disassociating itself. The "Indiana Plan", now being developed by Dean Glenn W. Irwin and preached by him in any community in Indiana which will listen, may eventually provide the answer but it can hardly be expected to do so in time to remove this as a serious campaign problem. For the time being a policy of avoidance of any appearance of policy commitment, and possibly even of deferral of the portions of the campaign which might be affected, would seem to be indicated.

Indiana has had very limited association as an asker for support with the industrial and commercial corporations of Indiana. An intensive program of communication, through all available channels and aimed at this particular target, is strongly indicated.

Private colleges represent an area where we must walk softly.

When and if a campaign is authorized, Dr. Stahr is obligated by his promise of February 4, 1966 to report this decision to the presidents of these colleges, and a few personal visits might well be made.

There is a considerable potential in the scattered alumni organizations. The sesquicentennial campaign structure should be built on natural area groupings.

In Indianapolis there is a conflict of interest between a large education center complex of Indiana University plus Purdue versus the private college appeals of Butler University and Indiana Central. This calls for sensitive consideration and deft handling of our campaign in the city.

Where there is a private college community there is likely to be more appeal in the needs of the local college than for a community contribution to Indiana University's campaign. Examples are

Anderson, Vincennes, Valparaiso and Crawfordsville. In communities where Indiana University maintains a regional campus either independently in association with another institution, the community can be expected to be more receptive. Examples are Richmond, Evansville, South Bend-Mishawaka, Fort Wayne, Kokomo and Gary-East Chicago.

It is at least possible that the most effective presentation of the needs of Indiana, Purdue and Notre Dame might be made to Indiana-based corporations jointly. This might well be prevented by the earlier development of the Notre Dame campaign, the probable later presentation of Purdue's appeal, or unwillingness for any reason of any of them to join in such an asking. Nevertheless, the possibility should be thoughtfully reviewed.

Perhaps through widespread discussion and cultivation of alumni interest a floor can be established under alumni giving. This should be based on a minimal annual contribution for three years -- perhaps more. It must be so designed as to protect the alumni fund. Where only one gift is made, the current amount of giving for budgetary purposes should be upheld and the surplus part of the gift, only, added to the capital fund campaign (the sesquicentennial).

The alumni office gives excellent cooperation to the organized clubs. The sesquicentennial fund will provide opportunity to revitalize many clubs and initiate new ones across the country.

Running through the interviews is a chorus of testimony that Hoosiers are very proud of Indiana University's

- General academic excellence
- Distinguished faculty
- National recognition of alumni giving standards
- Business School
- Medical School
- Dental School
- Law School
- Music School -- its opera, faculty, and touring records

COLLECTED KNOWLEDGE, NOW AVAILABLE

Out of our interviews, we have winnowed some 30 or 40 names of individuals, corporations and foundations which, by preliminary appraisal, appear to belong in the top prospect list. A few of these have been received with specific suggested evaluations attached, but most have not.

These names constitute an important basic source for a campaign of the scope contemplated. This list must be examined and reviewed with frequency by the campaign leadership. Every effort must be made throughout the campaign to add names which merit inclusion. This list, therefore, is anything but static.

Examination and evaluation of these names will be one of the earliest of the responsibilities of the campaign leadership. This function will merit a high priority throughout the campaign.

The information that has been accumulated on potential leadership is another savings account on which we can now draw. Most if not all of the names of the persons who will accept posts of top leadership are now in our files.

Information on community and area climates and problems is another of the products of this inquiry. This knowledge will enable the general chairman, the campaign director and their associates in leadership to come to grips more immediately and more effectively with local conditions which might otherwise provide some unpleasant surprises.

The collected and organized notes on all of the interviews on which this study is based may be considered a campaign tool of major value. With this reference ready at hand the campaign leadership knows where to go, quickly, to ask questions and get knowledgeable replies. It also knows where to go for much of the leadership, and where to set in motion some of the important asking. Without such a tool, a campaign acquires its knowledge and experience the hard way.

RECOMMENDATIONS

Weighing all the conclusions reached through examination of the findings of this study, we find them tipping the scale heavily in the direction of a broad scale fund-raising campaign. Such a campaign is therefore recommended.

The appeal should be addressed to all of the alumni of the University, with due regard to the geographical aspects involved. It should be addressed to friends and neighbors - corporate and individual - not only in Indiana but wherever they can be identified and approached.

Designation or theme is important. The University in about two years will reach its century-and-a-half milepost. Its beginnings and those of the State are intertwined; this significance can be expressed to neighbors and friends of the University, and will furnish valuable background for the campaign envisioned. Two especially knowledgeable friends, "Howdy" Wilcox and former Governor Handley, have reminded us that the term Sesquicentennial is a little shopworn, having already been heavily used by the State, and that one logical way to describe the undertaking to plainspoken Hoosiers would be to call it the "150th Birthday Campaign" of Indiana University.

SCOPE OF CAMPAIGN

Timing

If there is to be a campaign, preparations should begin very soon. For one thing, some momentum has been engendered by the survey. Some of those who were interviewed have an active interest now that will be dissipated over a period of time. Further, all the visible campaign conditions now are favorable, some of them unusually so, and we don't know what they will be much later. Accordingly, it is recommended that work start February 1, 1968 or soon after, and that the program continue for a period of 23 months, less the two Augusts of 1968 and 1969, terminating at the end of 1969.

The over-all program would involve these general activities:

Preparation - February through April, 1968

- A. Enlistment of a General Chairman and other campaign leaders and their formation into a Campaign Cabinet or Executive Committee.
- B. Preparation and approval of a detailed Plan of Campaign.

- C. Opening of a campaign office, presumably in Indianapolis.
Employment of a staff to start work on list research and preparation.
- D. The public announcement of the campaign.
- E. Preparation of promotional materials.

NOTE: Every effort should be made to commit leadership in the initial three-month period so that campaign responsibilities can be placed where they belong and decisions made by the individuals who will be involved in carrying them out.

Cultivation Program - May through July, 1968

- A. The continuation of public relations activities and of listing and indexing.
- B. Information meetings on campus with administration and faculty groups.
- C. Similar meetings with prospective area leaders of the alumni and friends.

- D. Cultivation meetings in further out areas of alumni concentration.
- E. The identification and evaluation of Special Gifts prospects.
- F. Continued recruiting and organization

Solicitation - dates somewhat fluid

In a real sense, solicitation has already begun in the hands of Chancellor Wells, President Stahr and Mr. Armstrong, who have been steadfast since 1966 in their conviction that a wide-spread campaign is needed.

By groups and areas, solicitation will be launched progressively from as early as May or June, 1968, and extending through 1969.

Preliminary negotiations - Internal

- A. Allocation of working responsibilities between University staff and the campaign counsel.
- B. Creation of headquarters facilities for clerical personnel; setting up of lines of communication; mechanics of office and expense accounting.

- C. Development of understanding and working arrangements between campaign headquarters and the alumni organization.

Preliminary negotiations - External

- A. Negotiations with other colleges and universities involved in joint operation with Indiana University Regional Campuses.
- B. Meetings with select list of Presidents of private colleges and communication with others, in keeping with President Stahr's earlier assurance to them.
- C. Meetings with leaders of the Legislature and distribution of statement of policy to all members of the Legislature.
- D. Communication with selected trade clubs and meetings where desirable.
- E. Exchange of information with appropriate Chambers of Commerce, United Funds, or other central agencies in cities where a Regional Campus campaign is contemplated.

Essentials for success

- A. A sense of urgency and immediacy of campaign requirements on the part of the University's principal officers of administration and faculty, who will convey this feeling with dynamic impact to their associates.
- B. Full personal involvement by Dr. Wells, President Stahr, Mr. Armstrong and perhaps other top University officials, with adequate availability of each to cooperate with the Campaign Director.
- C. Realization on the part of the entire campaign leadership - volunteer and professional - that once the campaign clock has started, indecision, delay and postponement can do serious damage.
- D. Participation by campaign counsel who lack nothing in broad experience, earnestly and continuously applied to the specific problems of this situation and backed by a thorough and unflagging dedication.

APPENDIX

Introductory statement by interviewer

Summary of interviews

Standards of giving necessary to success
in a \$25 million University campaign

Interview report form

Special tax advantages to Indiana givers

List of individuals interviewed

INTRODUCTORY STATEMENT BY INTERVIEWER

My name is William Adams Littell (or William L. Melvin). I am a representative of Ketchum, Inc., of Pittsburgh. Our business is fund-raising. We have been retained by Indiana University, which will celebrate its sesquicentennial in 1970, to get a picture of University fund-raising potential. We are not directing a campaign, but we are trying to ascertain the facts on which a campaign might be based. The specific purpose of our study is to determine the interest of alumni and other friends and Indiana neighbors of the University in terms of potential voluntary support.

I'm sure you know that the alumni of the University are exceptionally loyal and respond generously each year to the Annual Giving Fund. Last year, the total thus subscribed was more than \$1.2 million.

You are probably aware that the pattern of support of all of the nation's institutions of higher learning is changing rapidly and radically. All find their expenses rising at an almost frightening pace. Even the large tax-supported universities are coming increasingly to need and to depend on voluntary support to supplement the tax dollar. The University of Michigan campaigned for a goal of \$55 million, which

was over-subscribed. The purpose of this visit, therefore, is to collect and to study the views of a carefully-selected few of the University's alumni and friends on the subject of a possible general appeal--a campaign--which would be considerably larger than the annual appeal.

Under consideration as possible campaign objectives are amounts ranging from \$15 million to \$27 million. (This statement was used occasionally, where deemed useful, but not everywhere.)

Just a word about the questions that I am going to ask. The information we collect is, of course, for the benefit and use of Indiana University. None of the information you supply will be attributed to you unless you should specifically ask that this be done. The report on our study will show the names of the individuals with whom we have visited but, let me repeat, there will be no attribution of any statements.

So much for the background; now may I ask you a few questions?

(take in questions)

Do any questions occur to you that I should have asked but didn't?

Let me thank you on behalf of the Indiana University for letting me come and visit with you.

SUMMARY OF INTERVIEWS

Who: 284 individuals, mostly alumni. Help from seven campus officials.

Where: 36 Indiana communities, plus Chicago, New York, Louisville and Cincinnati.

Willing to work

Yes 183 (76%) No 26 (26%) Perhaps 32 (13%)

Accept leadership

Yes 122 (51%) No 65 (27%) Perhaps 53 (22%)

Willing to give - personal

Yes 195 (82%) No 12 (5%) Perhaps 32 (13%)

Willing to give - corporate

Yes 30 (34%) No 15 (17%) Perhaps 44 (49%)

Willing to influence giving

Yes 120 (54%) No 84 (38%) Perhaps 7 (8%)

Public relations image

Good 196 (86%) Average 22 (10%) Bad 9 (4%)

Community campaign mood

Receptive 120 (55%) Unreceptive 18 (8%) Indifferent 79 (37%)

Economic outlook

Excellent 60 (25%) Good 123 (52%) Level 41 (17%) Bad 15 (6%)

STANDARDS OF GIVING NECESSARY TO SUCCESS
IN A \$25,000,000 UNIVERSITY CAMPAIGN

<u>GIFTS</u>	<u>AMOUNT</u>	<u>TOTAL</u>
1	\$2,500,000	\$2,500,000
5	1,000,000	5,000,000
10	250,000	2,500,000
50	100,000	5,000,000
100	50,000	5,000,000
5 to 10 thousand	Miscellaneous	5,000,000
		\$25,000,000

The top 16 gifts as listed above would total \$10,000,000. The top 166 would total \$20,000,000. However that number is made up, \$20,000,000 must come from not more than 166 givers--personal, family, corporate and foundation.

The above tabulation is intended to indicate general patterns, rather than provide a precise formula. Substitution may be necessary; the gifts that cannot be found in one category must be made up in others.

KETCHUM, INC.

INDIANA UNIVERSITY SURVEY STUDY

INTERVIEW REPORT

Date _____

1. _____
City _____ State _____
2. Interviewee's Name _____ Position _____
3. Company _____
4. Address _____
5. Board Member _____ Alumnus _____ Graduate _____ Parent _____
6. Community Responsibility _____
7. Willingness to Work: Yes _____ No _____ Perhaps _____
8. Willingness to Accept Leadership: Yes _____ No _____ Perhaps _____
9. Willingness to Give (Personal): Yes _____ No _____ Perhaps _____
(Corporate): Yes _____ No _____ Perhaps _____
10. Ability to Give: Top-10 _____ Top-110 _____
11. Willingness to Upgrade or Influence Giving: Yes _____ No _____ Perhaps _____
12. Opinion -- Goal: _____
13. Opinion -- Institution's Public Relations Image: Good _____ Average _____
Bad _____ Unaware _____
14. Opinion -- Community Campaign Mood: Receptive _____ Unreceptive _____
Indifferent _____
15. Opinion -- Community Economic Outlook: Excellent _____ Good _____
Level _____ Bad _____

16. Major Potential Sources:

17. Possible Campaign Leaders:

18. His Comments:

19. Interviewer's Comments:

SPECIAL TAX ADVANTAGES TO INDIANA GIVERS

Federal Income Tax Bracket:	25%	40%	50%	60%
Paid to I. U.	\$100.00	\$100.00	\$100.00	\$100.00
Less credit on state tax	<u>- 50.00</u>	<u>-50.00</u>	<u>-50.00</u>	<u>-50.00</u>
Cost after credit	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
Less federal income tax saving on net \$50 federal deduction	<u>- 12.50</u>	<u>-20.00</u>	<u>-25.00</u>	<u>-30.00</u>
Net cost after taxes	<u>\$ 37.50</u>	<u>\$ 30.00</u>	<u>\$ 25.00</u>	<u>\$ 20.00</u>

The above tabulation was supplied by E. G. Mauck of Eli Lilly & Co. It is very similar to the one used by the I. U. Foundation, but in the opinion of Mr. Mauck it is a "slightly more simplified version."

INDIVIDUALS INTERVIEWED

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Greensburg, Indiana

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Baker and Daniels
810 Fletcher Trust Building
Indianapolis, Indiana

J. Howard Alltop
Senior Vice President
American United Life Insurance Company
30 West Fall Creek Parkway
Indianapolis, Indiana

Stanley B. Atkinson, President
Quality Distributors, Inc.
901 Diamond Avenue
Evansville, Indiana

Phillip J. Badell, Attorney
110 North Perkins
Rushville, Indiana

Herman Baker, M. D.
Tri-State Medical Center
715 First Avenue
Evansville, Indiana

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American National Bank
302 Main Street
Vincennes, Indiana

Joseph A. Baldoni, Vice President
South Bend College of Commerce
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Indiana State Chamber of Commerce
Board of Trade Building
Indianapolis, Indiana

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Chicago, Illinois

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Continental Illinois National Bank &
Trust Company
231 South LaSalle Street
Chicago, Illinois

Fred M. Barrett, President
Matthews Brothers Stone Company
Ellettsville, Indiana

Miles S. Barton, D. D. S.
Hume-Mansur Building
25 East Ohio Street
Indianapolis, Indiana

Leo F. Baumann, Vice President
National Bank of Logansport
321 East Broadway
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Isaac K. Beckes, President
Vincennes University
North 2nd Street
Vincennes, Indiana

Eugene Beesley, President
Eli Lilly and Company
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Indianapolis, Indiana

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First National Bank and Trust Co.
South Bend, Indiana

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PLAN OF CAMPAIGN (KETCHUM)



RECOMMENDATIONS TO THE BOARD OF DIRECTORS
OF THE INDIANA UNIVERSITY FOUNDATION

P L A N O F C A M P A I G N

for the

150th BIRTHDAY FUND

OF INDIANA UNIVERSITY

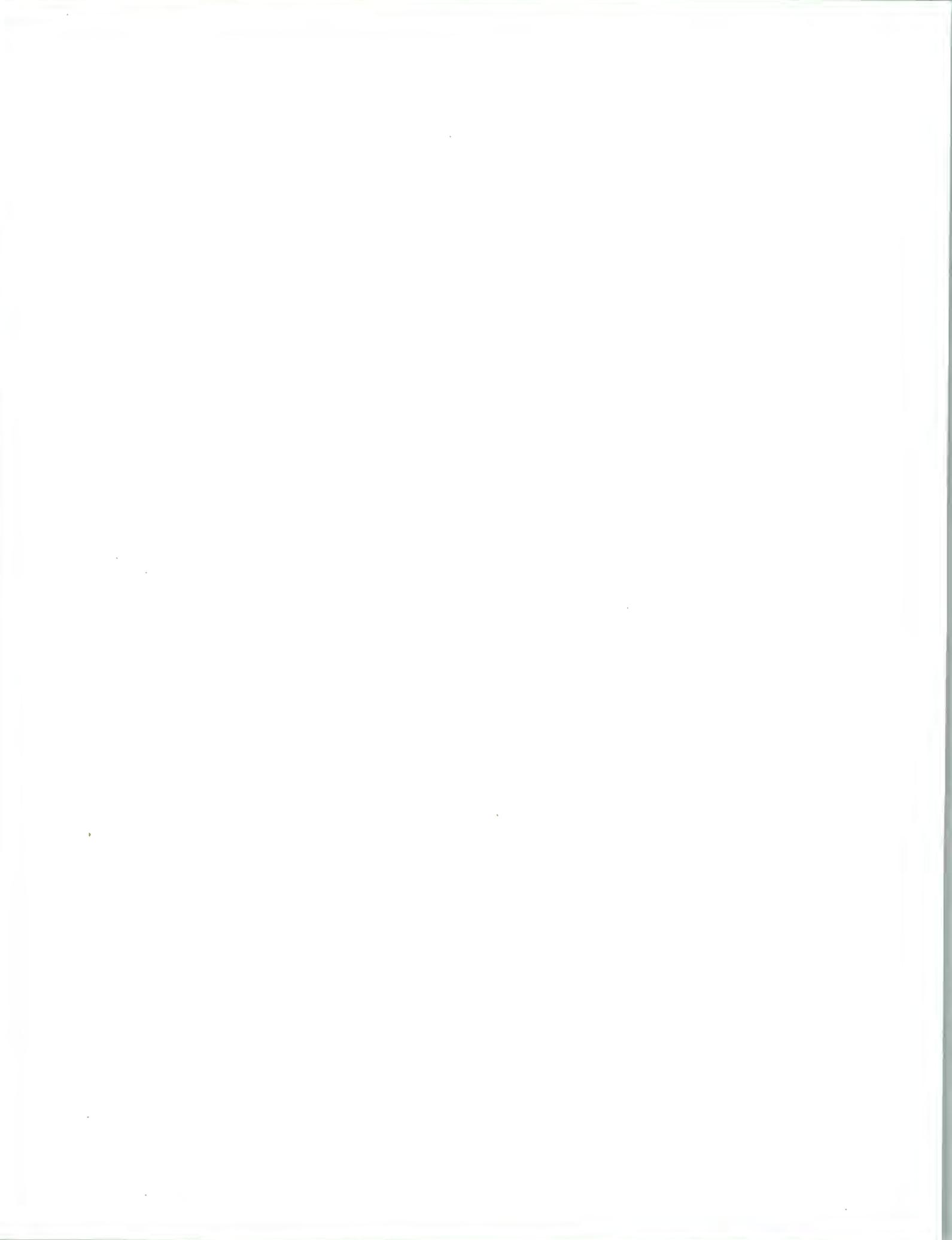


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INTRODUCTION

By authorization of the Board of Directors of the Indiana University Foundation, a study was made by Ketchum, Incorporated to determine the feasibility of a broad scale fund-raising campaign. In the closing months of 1967, interviews were conducted with 284 individuals, most of these, but not all, being alumni of the University and residents of the State of Indiana.

The results of this study were submitted to the Foundation by Carlton G. Ketchum on January 4, 1968. The report said in part, "weighing all the conclusions reached through examination of the findings of this study, we find them tipping the scale heavily in the direction of a broad scale fund-raising campaign. Such a campaign is therefore recommended."

Under date of January 30, 1968, the Indiana University Foundation entered into a contract with Ketchum, Incorporated in which the latter agreed to supply a staff for the purposes of organizing, managing and otherwise making effective the solicitation of a fund by and among the Board members and friends of Indiana University. The writer is the campaign director assigned to this responsibility by Ketchum, Incorporated under the terms of this contract.

Outlined in the pages which follow is the general Plan of Campaign. This includes basic policies and time schedules but is not designed to be all-inclusive. More detailed matters will be set forth in the campaign literature, and current problems can be considered by the Campaign Cabinet and the Board of Directors of the Indiana University Foundation as the program progresses.

Wm Adams Littell
Campaign Director

March 11, 1968

OBJECTIVE

This plan is for the basic purpose of organizing and soliciting contributions to the 150th Birthday Fund Campaign of Indiana University. The campaign will appeal to the alumni, neighbors, and other friends of the University. A goal has yet to be determined but, by present estimate, it will be in the range of \$7 million to \$11 million in new pledges, to which will be added commitments of approximately \$10 million now in hand but not yet announced.

A specific dollar objective will be recommended by the Campaign Director not later than May 12, 1968, for action by the appropriate officers of the Indiana University Foundation or by the Campaign Cabinet described elsewhere in these recommendations.

One fundamental of the asking in this campaign is that it shall be for valid needs of the University and that these be needs which cannot be satisfied by the tax mechanism of the State of Indiana.

LEADERSHIP RESPONSIBILITIES

The General Chairman is the chief executive officer of the campaign organization. Acting under the authority of the Board of Directors of the Indiana University Foundation which in turn draws its authority from the Trustees of Indiana University and with the support of the Administration, Campaign Director and staff, the General Chairman will:

- 1) Enlist top leadership from which he will form a Campaign Cabinet.
- 2) Preside at meetings of the Campaign Cabinet.
- 3) Act as chief spokesman for the campaign.
- 4) Preside at or appear at major campaign meetings.
- 5) Report to the Board of Directors of the Indiana University Foundation on campaign progress at appropriate intervals.
- 6) Initiate evaluation studies of the giving ability of prospective contributors.

The General Chairman should be willing and able at the start of the campaign to procure from his own company a pledge that will have significance to the balance of the corporate community. He should be willing and able to make a personal pledge that is generous in terms of his own means.

The President, The Chancellor and the Executive Director of the Indiana University Foundation. The campaign will require high priorities of the time and the energies of these three administrative officials. They will be members ex officio of the Campaign Cabinet and their views and their help will be sought by the Campaign Director with some frequency. To facilitate exchange of ideas and to initiate needed activities, there will be periodic staff conferences of these three with the Campaign Director to which appropriate campus and campaign officials may be invited.

In addition, the University will assign to the campaign individuals who will be detached, either in whole or in part, from their present responsibilities to work closely with the Campaign Director and his staff. Additional Ketchum personnel can be provided, if needed. Planning in this area should be done in an awareness that a considerable amount of time must be spent in the field, to service the activities of an estimated 35 local programs. These local programs will be of two types:

- (1) those relating to regional campuses, possibly as many as eight in number, and addressed to the community generally and
- (2) those addressed primarily to alumni.

The Campaign Cabinet. Leadership and control of the campaign will be in the hands of a Campaign Cabinet created by and reporting to the Board of Directors of the Indiana University Foundation. Its membership will include the following:

General Chairman

General Vice Chairman or Chairmen

Honorary Chairman, if any

Campus Family Chairman

Primary Gifts Chairman

Major Gifts Chairman

Special Gifts Chairman

Community Gifts Chairman

Alumni Gifts Chairman

. . . and others, as and if needed

Ex officio

President of the University

Chancellor

Executive Director, IU Foundation

Alumni Director

Others?

Meetings of the Campaign Cabinet shall be held on call of the General Chairman who will preside. The Campaign Director will prepare the agendas and serve as secretary of the meetings.

Formation of an Executive Committee may be considered. For purposes of campaign policy, the Campaign Cabinet will be the individuals designated as managers or co-managers of the campaign as provided in the Ketchum contract.

The Board of Directors. A high degree of involvement in the campaign will be expected of both the Board of Directors of the Indiana University Foundation and of the Trustees of Indiana University. Some specifics:

- 1) The Directors and Trustees will be the first groups solicited, in a method to be determined by the General Chairman. Directors and Trustees will be expected to make pledges fully commensurate with their means which will act as a challenge and inspiration to others.
- 2) Directors and Trustees will be asked during the course of the campaign to accept the responsibility for a reasonable number of solicitations.
- 3) The assistance of Directors and Trustees will be sought from time to time by the campaign office in identifying prospects and in opening doors.
- 4) The Board of Directors as a whole will have the opportunity from time to time to receive and review progress reports by the General Chairman.

Other Leaders

General Vice Chairmen will assist the General Chairman. They will share with him the responsibilities of leadership and, on occasion, act in his stead.

Campus Family Chairman is responsible for the solicitation of the members of the Board of Directors of Indiana University Foundation and the Trustees of Indiana University. A Director or Trustee may be considered for this purpose. At a later date, when solicitation of Directors and Trustees has been completed and the results can be used as an incentive, the Campus Family Chairman will also lead the solicitation of Faculty and Administrative personnel. There will not be intensive, person-to-person, solicitation of the student body.

Primary Gifts Chairman will be a man whose reputation, enthusiasm, and financial participation will point the way to successful negotiations with prospects whose giving abilities are judged to range from \$100,000 to \$1 million and more. These prospects may be alumni or other individuals, leading banks, corporations and foundations. The ability to give is the basic measurement and, pending careful evaluation, the initial number of prospects entrusted to this chairman's care may be estimated to range from 50 to 100. Each Director and Trustee and each campaign

leader must be available to this Chairman as a committeeman. He may add others to strengthen his organization as they, themselves, give and are oriented to the need.

Major Gifts Chairman. His stature, reputation and ability to demonstrate, by example, must be geared to prospects judged able to give \$10,000 and up. He will require two or three Vice Chairmen.

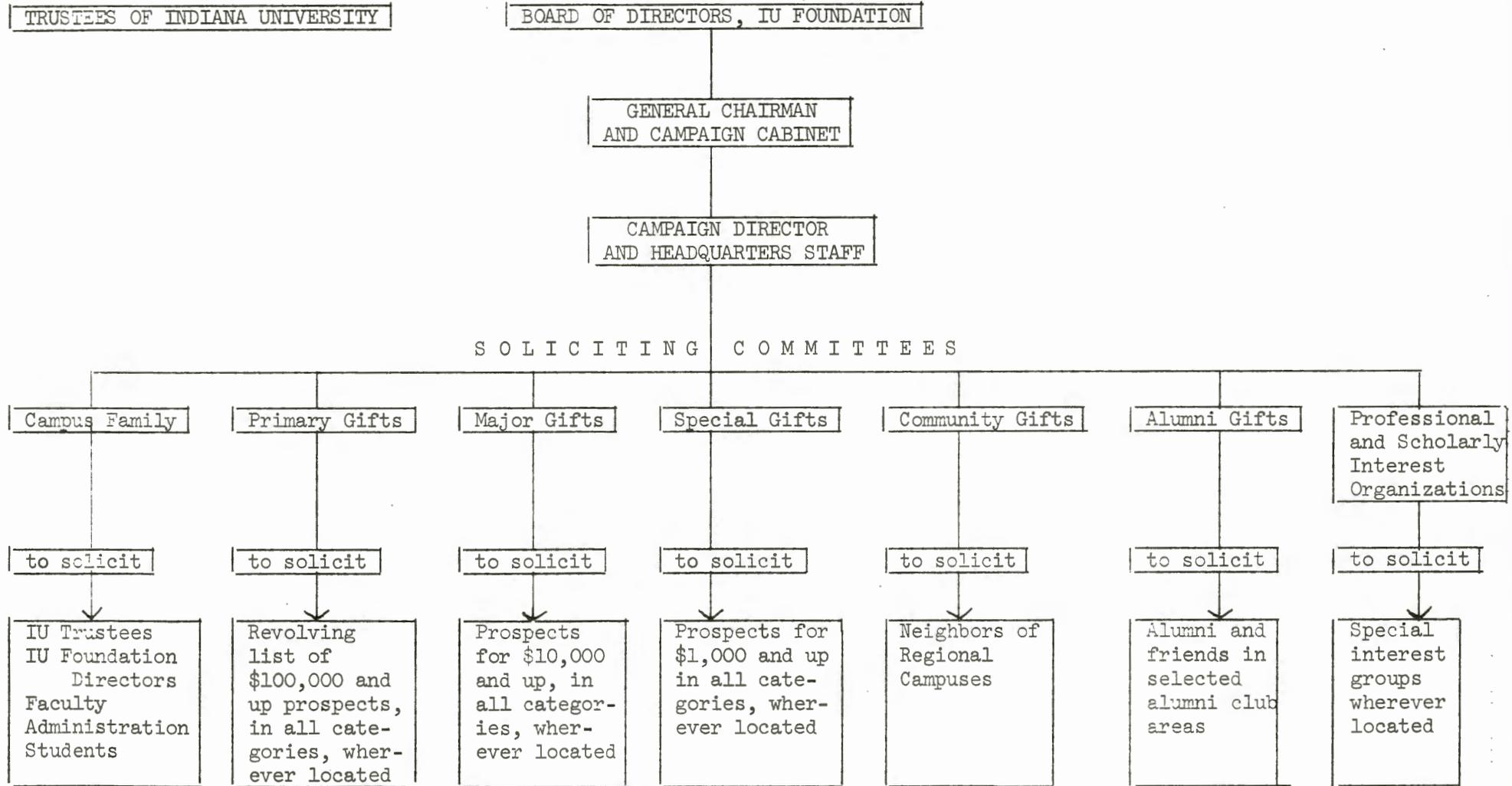
Special Gifts Chairman. Here, too, a man of exceptional capabilities is needed. His responsibilities will be the prospects judged able to give \$1,000 and up and the size of his committee will be determined by the number of prospects uncovered in this category.

Community Gifts Chairman. This leader will exercise the supervision of those local area campaigns which are addressed to the neighbors of the regional campuses. The initial responsibility will be the enlistment of a strong chairman and an effective leadership group for each area.

Alumni Gifts Chairman. This leader will have jurisdiction over the area programs of personal solicitation which will be organized in a limited number of areas where there is sufficient concentration of alumni strength to justify such activity. The number of such areas is tentatively estimated at 30.

150th BIRTHDAY FUND OF INDIANA UNIVERSITY

BASIC ORGANIZATION CHART



THE TIMETABLE

Factors in Timing. A multi-million dollar campaign is an undertaking of considerable complexity. The constituency must be informed; leaders and workers must be enlisted; prospective donors must be identified and classified as to giving potential, and assigned; the beginning of solicitation by various groups must be signaled at appropriate intervals; and finally, report meetings and the inevitable follow-up activity must be had in the closing weeks of each of the many individual phases. All of these activities must be scheduled with careful regard to the manpower available in campaign headquarters and provided temporarily by the University to service the activities in the field.

It is sound campaign practice to seek the biggest gift first. The early moves, therefore, has special significance. Premature action, however, can be dangerous; where does one find compensation for the big giver who was alienated by poor salesmanship?

The simplified outline of activities which follows is divided into time groupings which have been deliberately extended to show maintenance of soliciting activity through calendar 1970. This timetable illustrates the principle of working from the

top down. It has been assembled in awareness that the larger the prospect, the longer the time period of consideration prior to decision.

Not all top prospects will have been identified as such at the outset; some of these will come into view only as the campaign progresses.

No attempt is made here to do more than to indicate the community programs. A big campaign is, of course, a collection of individual campaigns, each with its own personnel and timing.

Once individual timetables have been established, it becomes easy to determine how each program is performing. Is it running on schedule? The answer to this question gives an excellent measure of the health of the undertaking. Once established, the time schedule, whether local or national, must be respected or the program is in trouble.

THE TIMETABLE - BROAD OUTLINE

For the Initial Period Ending July 31, 1968

Select, staff, and equip campaign headquarters on campus.

Start weekly leadership conferences.

Draft Plan of Campaign for March 11 meeting of IU Foundation Board in Phoenix.

Information meetings with deans and faculty.

Enlist General Chairman.

Enlist balance of Campaign Cabinet; hold first meeting.

Discuss additional Ketchum personnel in May or earlier.

Determine campaign objective within 90 days of February 12.

Identify, research, evaluate, and start assigning Primary Gifts prospects for immediate approach.

Information meetings for Primary Gifts prospects.

Schedule information meetings in regional campus cities and selected alumni club areas and start enlistment of area leadership.

Information meeting for news media executives.

Evaluate and solicit Trustees and Directors after completion of top leadership enlistment.

Initiate programs of Special Interest Groups.

Prepare introductory folder, facts package, main brochure, memorials folders, and other literature and forms.

Announce campaign at Alumni Barbecue, June 8, 1968, with appropriate news coverage.

JULY 31: DEADLINE FOR 40% OF CAMPAIGN DOLLAR OBJECTIVE.

September through December, 1968

Continue Primary Gifts Solitation, adding qualified names.

Cultivation, evaluation, and sollicitation of Major Gifts prospects.

Cultivation, evaluation, and sollicitation of Special Gifts prospects.

Continue information meetings in regional campus and key alumni cities.

Complete area leadership enlistments; hold Bloomington meetings of area leaders.

Schedule distribution of brochure to arrive not less than one week prior to kickoff by each group or area.

Continue distribution of campaign information to news media.

Consider additional alumni areas.

Continue programs of Special Interest Groups.

Start regional campus campaigns.

Start alumni area sollicitations.

Special year-end opportunities.

DECEMBER 31: DEADLINE FOR 75% OF CAMPAIGN DOLLAR OBJECTIVE.

January through July, 1969

Continue Primary Gifts, Major Gifts, and Special Gifts sollicitations, adding names as indicated by research.

Continue campaigns in regional campus cities.

Continue campaigns in alumni areas.

Continue programs of Special Interest Groups.

Continue distribution of campaign information to news media.

Telephone canvass.

Major campaign report at Alumni Barbecue.

JULY 31: DEADLINE FOR 100% OF CAMPAIGN DOLLAR OBJECTIVE.

The Ketchum Contract expires on July 31, 1969, but it also contains provisions for additional services at the option of Indiana University Foundation. The three sections which follow have been drafted in awareness that (1) at this stage some important solicitations will be incomplete, (2) the Sesquicentennial Celebration, scheduled for all of calendar 1970, will now be looming large on the horizon, and (3) regional campus and alumni area solicitations should be pursued only as long as they are reasonably productive.

September through December, 1969

Continue Primary Gifts, Major Gifts, and Special Gifts solicitation, adding names as indicated by research.

Coordination with Sesquicentennial Committee on planned events.

Continue campaigns at regional campuses.

Special progress reports.

Continue campaigns in alumni areas.

Continue programs of Special Interest Groups.

Continue distribution of campaign information to news media.

Mail appeal to scattered alumni (i.e. alumni not covered by personal assignment).

Seek special year-end giving opportunities.

January through July, 1970

Continue Primary Gifts, Major Gifts, and Special Gifts solicitation, adding names as indicated by research.

Continue campaigns at regional campuses.

Special progress reports.

Continue campaigns in alumni areas.

Mail appeal to scattered alumni.

Continue programs of Special Interest Groups.

Continue distribution of campaign information to news media.

Review and assess where special effort should be made for successful conclusion of campaign.

September through December, 1970

Wind up Primary Gifts, Major Gifts, and Special Gifts solicitation.

Conclude campaigns at regional campuses.

Finish campaigns in alumni areas.

Mail appeal to scattered alumni.

Wind up programs of Special Interest Groups.

Continue distribution of campaign information to news media.

Final progress reports.

Seek special year-end giving opportunities.

Victory Celebration.

SUPPORTING FUNCTIONS

Evaluations. "What is my fair share?" Evaluations help us supply the answer. By use of this technique, now widely recognized as indispensable to effective campaigning, discussion of support with a prospective contributor can be established quickly at an appropriate level. Such preliminary counsel-taking provides the solicitor with a well informed and reasonable basis for asking, and relieves him of the necessity of relying on his own judgment, which may be colored or limited by lack of knowledge of his prospect.

Evaluating committees are composed of men and women qualified by knowledge and repute for this duty. For excellent and obvious reasons, they remain anonymous.

Campaign Headquarters. It is the responsibility of the Campaign Director to help the lay leadership hold to the campaign timetable once it has been established and to help keep the activities on target. He and his staff can counsel the leadership away from known pitfalls and toward experience-tested methods. New techniques can be devised where needed.

The Campaign Director and his staff are responsible for the maintenance of accurate records, for staying within the approved expense budget, and for the promotion of the campaign through

the use of printed material, meetings, special events, and other appropriate methods.

Indiana University Foundation. Campaign Headquarters will maintain close working association with the office of the Foundation and will look to the officers of the Foundation for help and guidance in matters of access to records, contacts with key alumni officers, and department of the University. Thus, there will be continued a close working association which began during the period of the feasibility study. Through their knowledge of University policy and their familiarity with campus mechanism these officers can provide invaluable assistance and can help to avoid overlapping functions and paper work.

The receiving and processing of gifts is an on-going function that will be greatly stimulated by the campaign, and will continue after its conclusion. In anticipation of the increased volume, this function will be reviewed with officers of the Foundation so that any necessary changes can be made.

The Campaign Office will devote itself primarily to the procurement of gifts, and these will be processed by the Foundation Office.

With the assistance of the Campaign Office, there will be set up in the Foundation Office a progressive record of pledges received and this will constitute the basic record of the campaign. Inclusion or exclusion of pledges requiring special attention will be decided by the Campaign Cabinet.

Coordinators. To speed communication, research, and action, coordinators will be designated by the appropriate authority to devote a portion of their time, with top priority, to the business of the campaign. An exact number is not proposed at this moment of writing, but coordinators will unquestionably be needed in the following: Alumni Office; Medical Center in Indianapolis; Schools of Law, Business, Dentistry, and others; and the regional campuses. As to the latter, it may be that the Deans of the regional campuses themselves may wish to serve in this capacity.

Sesquicentennial Celebration. The campaign will maintain close working association with this program, which Mr. Claude Rich will serve as Chairman. Such association can strengthen both programs. For example, a Sesquicentennial logotype can be devised and given use by both programs.

Alumni Office. The Alumni Secretary will be intimately involved in the campaign activities, both by reason of his knowledge of the alumni and his ability to help mold the pattern of their activity in the campaign. In view of this close relationship, the appointment of a Coordinator of the Alumni Office may not be necessary. This question can be explored in the early weeks of the program. The campaign will, of course, draw heavily on the experience and friendships of the Alumni Office among the alumni groups.

The Medical Center. The Medical Center in Indianapolis presents problems of separate character. Here a Coordinator will certainly be needed and a separate office will be required to accommodate the campaign activities during at least a portion of the entire program. Such an operation will help avoid costly and wasteful duplication of prospect files so that only top prospect files need be maintained at Bloomington.

There must be special and intensive effort at the Medical Center to help identify and cultivate prospects. It is particularly important that this Coordinator be free to give top priority time to campaign staff work. Additional staffing will be required here later.

Publicity. Information on campaign developments suitable for distribution to news media will be prepared by the Campaign Office and delivered to the University News Bureau for appropriate handling. Progress bulletins will be produced by the Campaign Office and will be distributed to appropriate segments of the voluntary organization at appropriate intervals. Area leaders will be assisted and encouraged to make their own publicity. Special reliance will be placed on University publications through which campaign news can be disseminated.

Special Interest Groups. In this category we place a wide variety of organizations, some identified by scholarly activities, some identified by artistic or other cultural interest, and some by professional grouping. Encouragement will be given to all such groups, not only to initiate funding projects appropriate to the campaign, but to help celebrate and publicize it. The identification of all such groups will be no easy project.

Foundations. Here, as in other areas of potential support, the first need will be that of complete identification of all prospects. Files of the Internal Revenue Service will be consulted along with private sources. The Campaign Office will help arrange presentations.

Deferred Gifts. Care should be taken that the campaign will not interfere with any existing wills or trusts with this exception: that where the creator of a will or trust may prefer early performance which he or she may enjoy witnessing, a change may be encouraged. In the later stages of the current program, the Campaign Office will prepare and help launch an integrated system for the stimulation of trusts and bequests.

SOURCES OF SUPPORT

Trustees and Directors. Members of the Board of the Indiana University Foundation are knowledgeable in that they have brought the 150th Birthday Fund into being. So are the Trustees of Indiana University, who suggested that they take this action. These groups should be solicited first, so that their gifts and enthusiasm will serve as an inspiration to others.

Primary Gifts. These are prospects with evaluations of \$100,000 or more, regardless of location. They can be alumni or other individuals, companies, foundations, or family groups. Additions will be made to this list throughout the campaign. Solicitors will include the General Chairman, the President, the Chancellor, the Executive Director of the Indiana University Foundation, and other campaign leaders called on by the Chairman of this division. This list will initially number 100 or so, but additions will be made as evaluations warrant.

Major Gifts. These are prospects for \$10,000 or up in all categories wherever located. This, too, will be a revolving list, but the list of solicitors will be somewhat less flexible than those working on the Primary Gifts Committee. Initially, this list will contain a minimum of 200 names, to which additions will be made.

Special Gifts. This category of prospects for \$1,000 and up will be considerably larger. Initially the list will contain an estimated 1,200 names or more. Many of this group's prospects, and similarly a few of its workers, will be transferred to regional campuses and alumni area campaigns as these are organized.

Faculty. Indiana University has 1,995 full-time faculty members with the rank of instructor or higher, all of whom should be solicited after appropriate information programs, but not all of whom will give.

Administration and Staff. The University has an administrative-staff payroll of 6,613. Each person on this list should be given opportunity to participate but care should be taken that pressure is not applied. We have not included hourly rated personnel.

Students. There are 27,016 students in Bloomington, 3,199 at Indianapolis, and 10,250 part-time or full-time students at the regional campuses. Each student should be given opportunity to contribute time or money, or both, to the 150th Birthday Fund but the signing of unrealistic pledges in moments of enthusiasm should be discouraged.

Alumni. Indiana University, by one recent count, had a total of more than 182,000 known former students. Roughly half of these received degrees and are therefore the better prospects. By rough calculation, 75% of the donors to the Annual Fund have degrees. The total population of the 30 alumni group areas presently marked for intensive solicitation is 61,467, about half of these bearing degrees. Every effort will be made to enlist the workers needed and to distribute assignments for personal solicitation in these areas, but always with prior attention to the holders of degrees and non-graduate contributors to the Annual Fund. All known alumni not reached by personal approach will be solicited by mail.

Bloomington Neighbors. In many respects the Bloomington business community will be similar to that of the regional campus. Here, however, there has been a longer and more intimate association between town and gown and a more intensive effort is justified.

Community Gifts. In theory, all of the neighbors of a regional campus are good prospects, and each community should be studied with care to avoid missing genuine opportunities. The leading prospects in each area are top firms of the business community and the leading individuals and families. Experience shows

that this type of campaign produces pledges ranging in number from a few hundred to a few thousand. Parents of students enrolled at the regional campus should not be overlooked.

Corporations. Although Indiana University has much useful association with its corporate neighbors in Indiana and elsewhere, an outright asking by the University will be comparatively novel to many and totally new to others. For initial identification, the roster of the State Chamber of Commerce, the files of Aerospace Research Applications Center (ARAC) and the donors of gifts, grants and endowments for research and fellowships can represent a useful beginning.

Foundations. The Foundation Directory (Russell Sage Foundation) shows 98 listings in Indiana and there are many smaller foundations in Indiana and elsewhere which must be identified by research. Many officers of the University have excellent working contacts with big national foundations, as well as scattered others where IU has friends and influence.

Parents. Solicitation of this group must be approached with caution since many parents, even with scholarship and tax help, are making sacrifices for the education of their children. The idea of voluntarily giving to Indiana University will be new to many of these.

CAMPAIGN AREAS

Regional Campus Communities. As previously indicated, there will be separate campaigns in certain of the communities where Indiana University has regional campuses. These campaigns will have objectives which include items of benefit to both the local campus and the community, such as:

Faculty development and retention

Scholarships

Enrichment of academic program

"Catch-up" library acquisitions

Equipment needed immediately (a "seeding" measure)

Care must be taken in the management of these campaigns that local interest is not emphasized to the point of excluding the image of, or help to, the mother institution at Bloomington. A simple formula for distribution of funds must be drafted, discussed and approved. In preparing these campaigns, determination must first be made by the University administration as to where local campaigns are desirable and practical, and where not. Some negotiation with associated institutions will be indicated. Individual quotas will be determined by ascertaining from the individual Deans the total immediate need and then adjusting the resulting figures to realistic amounts. Here the community's fund-raising experience plus advice of fund-raising counsel

will be useful. Care must be taken in each community to schedule the local program with the knowledge and approval of the Chamber of Commerce or whatever agency concerns itself with the clearance of fund-raising activity.

Alumni Areas. Intensive organization and person-to-person solicitation will be undertaken in a limited number of alumni areas. These areas will number approximately 30, selected because they contain the greatest concentration of alumni. In these areas, emphasis will be placed on solicitation of holders of degrees from Indiana University. In addition, lists of non-graduates will be studied carefully and liberal helpings from this source will be added to the list of prospects marked for personal solicitation. Care must be taken, however, not to include individuals who are known to be indifferent or antagonistic to the University. Visits to such prospects can quickly discourage and dishearten a solicitor. For tentative alumni campaign areas, see following page.

TOP ALUMNI CLUB AREAS

<u>Area</u>	<u>Total</u>	<u>Area</u>	<u>Total</u>
Indianapolis (Men)	9,000*	Terre Haute (Vigo Co.)	1,226*
Indianapolis (Women)	6,200*		
Chicago, Illinois	4,736	Muncie (Delaware Co.)	1,183
Fort Wayne (Allen Co.)	3,869	Kokomo (Howard Co.)	1,115
Gary	3,585	Columbus (Bartholomew Co.)	1,081
South Bend (St. Joseph Co.)	3,056	Richmond (Wayne Co.)	954*
Los Angeles, California	2,707	Marion (Grant Co.)	953
Evansville (Vanderburgh Co.)	2,707	San Francisco, California	890
New York City	1,926	Franklin (Johnson Co.)	856
Calumet Center	1,764	Connecticut	690
Southeastern Indiana	1,650*	Columbus, Ohio	689
New Jersey	1,645*	Linton (Green Co.)	647
Detroit, Michigan	1,605	Cincinnati, Ohio	636
Washington, D. C.	1,531	Logansport (Cass Co.)	597
Elkhart, Indiana	1,438*	Michigan City	594
Louisville, Kentucky	1,350*	Dayton, Ohio	587

*Indicates old figure

The above list includes both degree holders and non grads, who tend to be more or less equal in numbers.

Area Quotas. After prospects have been classified and a sampling of evaluations is obtained, a quota will be assigned each area. These quotas will be set in terms of the collective ability of the group or area to give. Competition among areas will be encouraged on a basis of percentage of quota raised and not on the number of dollars. Experience indicates that campaigning does not end when such a quota is reached. There always is the incentive to do better percentage-wise than other areas. A leadership which has committed itself thoroughly to the campaign is not likely to rest until the opportunities to commit others have been exhausted.

Evaluation of prospects must take place in conjunction with the leadership in each area and not arbitrarily from a distance. In this way, the reasonableness of the quota is established locally and is accepted by those who had a hand in its origin.

Annual Funds. It is important that the valuable pattern of alumni annual giving be preserved without interruption, but in such fashion that it does not reduce the emphasis on the more substantial pledging requirements of the Sesquicentennial gifts campaign. To do this, there must be careful scheduling in each alumni area in recognition of these principles:

- 1) During the academic year in which the campaign visits an area, there will be only one solicitation in that area.
- 2) During years in which the campaign does not visit an area, the 150th Birthday Fund may proceed as usual in that area.
- 3) When campaign pledges preclude giving to the annual funds, the annual fund thus deprived will be credited with an amount equal to the last annual gift, or an amount equal to an established pattern for each year of the pledge. Such credits preserve the habit and the record of annual giving, but in no case will such crediting result in multiple counting of gifts toward the overall objective.

STANDARDS OF GIVING

Large amounts of money are not raised by casual asking ("anything you can spare will be quite all right"). In advance of any asking whatever, the leaders must know what standards of giving are necessary to success. So informed, they can and must then communicate a sense of these standards to the entire constituency.

A table of standards of giving is a sobering thing, and rightly so. It says, in effect, that without gifts of the order indicated, the entire effort will fail. In a mood of urgency created by this awareness, campaign leaders are better prepared to offer specific suggestions to prospective donors.

One of the fundamentals of fund-raising, and one which we will practice throughout this campaign, is the identification, cultivation and thoughtful solicitation of the University's friends. The solicitor is more able to do a good job when he (1) proceeds in awareness of the caliber of gifts required for success and (2) makes each approach fortified by a specific evaluation.

The table which follows draws upon experience gathered on many campaigns.

STANDARDS OF GIVING NECESSARY TO SUCCESS

IN A \$25,000,000 UNIVERSITY CAMPAIGN

<u>GIFTS</u>	<u>AMOUNT</u>	<u>TOTAL</u>
1	\$ 2,500,000	\$ 2,500,000
5	1,000,000	5,000,000
10	250,000	2,500,000
50	100,000	5,000,000
100	50,000	5,000,000
5 to 10 thousand	Miscellaneous	<u>5,000,000</u>
		\$25,000,000

The top 16 gifts as listed above would total \$10,000,000. The top 166 would total \$20,000,000. However that number is made up, \$20,000,000 must come from not more than 166 givers-- personal, family, corporate and foundation.

The above tabulation is intended to indicate general patterns, rather than provide a precise formula. Substitution may be necessary; the gifts that cannot be found in one category must be made up in others.

In viewing the above figures it can be noted that the results of successful campaigns in recent years show that something on the order of 55 to 60 percent of the money raised comes from the top ten donors.

The Century and a Half Club. The lifting of sights must operate from the bottom upward, as well as at the top. For this purpose there is proposed a class of pledge which starts at \$360 ("only ten dollars a month for 36 months") and entitles the subscriber to (1) a Sesquicentennial Medallion, (2) a Sesquicentennial Certificate suitable for framing and (3) listing on the Sesquicentennial Honor Roll. The offering literature may include this alternative: \$150 per year for three years, billed quarterly. This technique has a good sight-lifting effect, and only rarely does it produce a gift of less than the fair potential of the prospect.

Memorials. Classrooms, laboratories and entire buildings relating to the campaign may be identified and priced for memorial purposes, and offered in special literature. The net effect we are here describing is that of constant encouragement of all prospects to higher levels of giving.

FUNDAMENTALS OF SOLICITATION

- 1) No one asks another for a gift until he has pledged generously himself.
- 2) No one asks another for a gift until he has participated in group instruction to make him familiar with the 150th Birthday Fund program, and can answer questions pertaining thereto.
- 3) The two-man approach is recommended, especially to the large donor.
- 4) A minimum of two calls is indicated. Third and fourth visits may be necessary to produce truly significant pledges. The first call should be informative, explorative and stimulating and should end with the prospect knowing the hoped-for range of giving. The second call provides time for the appeal to "soak" and an opportunity to answer new questions or new objections.
- 5) The pledge card is never left with the prospect. It is produced only when the prospect is ready to sign in the presence of the solicitor. The card which is left may never be mailed in, or may come in with a disappointing figure.

- 6) The donor may wish to protect his pledge through appropriate provision in his will, and this can be suggested to prospects close to the University.

- 7) Payments over a period of 36 months or four possible tax years are suggested but not stipulated. Potential upper-level subscribers will be informed that commitments over even a longer period, if desired, may be discussed. Since soliciting will be done over an extended period of time, no effort will be made to have payments on pledges start on a single given date, but special effort must be made to have the subscriber specify the beginning date and terms of subscription.

BASIC CAMPAIGN POLICIES

- 1) Pledges containing unusual features will be submitted to the Campaign Cabinet.
- 2) All securities will be recorded and delivered to the Indiana University Foundation. Except as the donor may instruct, decision as to disposal rests with the Foundation.
- 3) All life income, annuity, living trust, bargain sales, gifts in kind, or insurance-type gifts will be submitted to the Indiana University Foundation for drafting, appraisal and recommendation.
- 4) All pledge cards and payments will be delivered promptly to the office of the Indiana University Foundation for audit and processing.
- 5) The Campaign Office will acknowledge all gifts received by it, and similarly all other offices receiving gifts.
- 6) All campaign literature will be prepared by Campaign Headquarters.
- 7) All campaign news releases will be prepared by the Campaign Office and issued through the Indiana University News Bureau.

- 8) A memorial opportunity plan will be initiated when plans are available, and a Memorials Register will be created.

- 9) The Indiana Legislature recently encouraged Hoosiers to give voluntary support to their educational institutions by providing certain income tax incentives. This legislation, it is now believed, overlooked the relationship between the state university and its voluntary and independent foundation. This makes for certain internal complication in the processing of gifts. Since the campaign seeks to present prospective donors with simple opportunities rather than with problems, it is hoped that Indiana University will provide the necessary mechanism for the handling of gifts falling in this category.

CAMPAIGN EXPENSES

The contract between the University and Ketchum, Inc. provides that total expenses aside from the Ketchum fee shall be determined not later than April 30, 1968 and that all expenditures shall be made in accordance with this budget.

All billings will be addressed to the Indiana University Foundation and approved by the Campaign Director. With the exception of petty cash, the campaign office does not make disbursements.

Campaign expenditures must be made with care and prudence. It is not the course of wisdom, however, to save pennies and lose dollars by using second grade working tools.

The following budget is therefore submitted, to become effective with the acceptance of the Plan of Campaign:

EXPENSE BUDGET

- 1) Duplicating: \$ 4,000
Mimeographing, addressing and similar letter shop services performed by other than campaign headquarters and billed to the campaign.
- 2) Office Equipment: 4,000
Cost of purchasing, renting and maintaining all equipment including furniture. Items purchased are usually depreciated 50%, or thereabouts; this charge being retained as a campaign charge and at the end of the campaign, the equipment will be distributed to various arms of the University at the discretion of the Indiana University Foundation with appropriate bookkeeping transfers.
- 3) Payroll: 52,000
Salaries of clerical personnel at both Bloomington and regional campaign offices; but not including Ketchum personnel covered by contract or IU administrative personnel with campaign responsibilities.
- 4) Headquarters Rental: 15,200
Includes electricity, heat, air conditioning and janitor or maid service at Bloomington and regional campaign offices.
- 5) Headquarters Supplies and Forms: 8,000
a) All supplies necessary to the operation of the headquarters including hand towels, soap, paper cups and drinking water;

- b) Letterheads, envelopes, subscription cards, bulletin forms, worker's kits, worker's and captain's envelopes and all other forms;
 - c) First-aid supplies, newspaper subscriptions classified advertising for headquarters personnel, and cost of purchase or rental of city and other directories and lists of prospects.
- 6) Meetings: 44,000
- Meals and gratuities, invitations, rental of meeting room, rental of chairs and tables, table markers, speakers' fees, campaign scoreboard, all forms of entertainment, prizes, and other expenses incident to meetings.
- 7) Postage: 9,600
- Both purchased and metered.
- 8) Promotion and Publicity: 41,600
- a) Artwork, photography, printing for information pieces, major booklet, memorial folder, proposals, (if printed) income tax, worker instruction, question and answer, general mailing and all other printed pieces designed to inform the public or the constituency.
 - b) Film strip, press and radio party, radio and television expenses, newspaper advertising, blow-ups, 24-sheets, bus or car cards, street banners, campaign progress indicator, window displays, and all other promotion and display expenses, including headquarters signs and wall charts.
- 9) Telephone and Telegraph 12,000

10) Transportation and Messenger Service:

49,600

Bus, taxi cab, plane and train fare and mileage for the professional staff and volunteer organization. Mileage rate for Ketchum personnel is 10¢ and this rate will apply to the volunteers and Indiana University Foundation and Indiana University personnel subject to the approval of the IU Foundation.

TOTAL

\$240,000

LITERATURE

The following will be produced by the Campaign Office, subject to approval by the University:

Introductory folder or folders

Main brochure in two editions

Memorials booklet

Tax folder

150th Birthday Club

Question-and-answer folder

Manual for area chairmen

Folder of suggestions to workers

Campaign material for various IU Publications

. . . and miscellaneous pieces as required

SUGGESTED TEXT FOR PLEDGE CARD

150th BIRTHDAY FUND OF INDIANA UNIVERSITY

To aid the program, and in consideration of the gifts of others, I/we subscribe dollars

(\$) payable as follows:

\$.....monthly

\$.....quarterly

\$.....semi-annually

\$.....annually

- - - - -

Total pledge \$.....

Please make checks payable to Indiana University Foundation.

Paid herewith \$.....

Balance payable \$.....

First payment due

Contributions are deductible for income tax purposes as provided by law.

As a convenience to subscribers, the Foundation will send reminder billings in advance of due dates unless instructed to the contrary.

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BASIC CAMPAIGN PLAN
AS APPROVED BY
CAMPAIGN CHAIRMAN

TO: Vice-President Joseph Hartley
Vice-President David Derge
Chancellor Herman B Wells
William S. Armstrong

June 10, 1970

General Joseph O. Butcher

The enclosed campaign plans have been approved by Mr. Elliott, the chairman of the 150th Birthday Fund. He has asked that I forward a copy to you for your information and assistance in implementing portions which come within your areas of responsibility.

JOB:dc
Enclosure

1/17/69

BASIC PLAN - 1969

Completion of the state of Indiana in the calendar year 1969 with the exception of I. U. I. which has clearance to begin general and public solicitation on July 1, and with the possible exception of regional campus campaigns in New Albany and South Bend.

CAMPAIGN DIVISIONS

Willis Hickam's solicitation of board members will be pushed, but with the understanding that a full report may not be achieved before next March.

Primary Gifts solicitation, and Major Gifts solicitation outside of Indiana will be pushed as hard as possible, especially in the first three months of 1969 but, with additions of prospects, will continue throughout the campaign.

Major Gifts solicitation inside Indiana will be launched early in 1969 in all ten Indiana regions.

The regional campus campaign in Fort Wayne will continue as scheduled and other regional campuses will be scheduled as local conditions permit.

The home campus and Bloomington will campaign in early 1969 as now scheduled.

All top prospects in each Indiana area as determined by local evaluation will receive prior attention and solicitation.

Indianapolis will be included in the solicitation of Primary and Major Gifts prospects early in 1969. Since we now feel bound to no public I. U. I. solicitation before July 1, an undesirable time of year for kick-off, public general solicitation in Indianapolis will be scheduled in the fall. (See resolution adopted at 12/12 meeting of Campaign Cabinet, attached.)

We will campaign the alumni in all ten areas in Indiana whether yoked with regional campus campaigns or not.

Out-of-state areas will be deferred until 1970.

MANPOWER REQUIREMENTS

The General Chairman has agreed to devote the equivalent of three days per month to the Campaign, and is willing to revise this allocation of time upward.

Chancellor Wells will be asked to devote from one third to one half of all his time to the campaign beginning in January, with priority on solicitation of those prospects that he better than any other person can solicit and close. Lesser portions of his time will be needed for appearances at kick-off meetings of regional campus, alumni area, and I. U. I. Campaigns, for attendance at the monthly meetings of the Campaign Cabinet, and for consultations on campus.

President Sutton will not be expected to devote major time to the campaign until the University budget has been settled with the legislature in late February or March. While the legislature is in session, he has agreed to attend four or five small meetings with top leaders in Indianapolis. Afterwards, however, he will be asked to give the equivalent of one day per week. It is hoped that he will be able to attend many kick-offs of regional campus, alumni area, and I. U. I. campaigns. It is hoped that he will be available to receive and greet top contributors.

Bill Armstrong has agreed to devote the equivalent of two days a week to the campaign.

General Butcher will continue to devote full-time-plus to the campaign for the duration. With the assistance of Tom Cosgrove, he will direct the faculty and staff portions of the Area 7 (Bloomington) campaign.

The Ketchum Director (Littell) will give top priority at all times to Board, Primary and Major Gifts, with special emphasis on the first three months of the year.

He will supervise the regional campus, Bloomington and Indianapolis campaigns, and the operation of campaign headquarters as nerve center of the national campaign.

Ketchum Associate Number 1 (Barron) will direct the community campaigns in Fort Wayne, and either Kokomo or Gary, and Indianapolis. Whichever area cannot move in the spring will in the fall. During the Fort Wayne campaign, he might direct solicitation of alumni in Area #1. He will devote one or two days a week prior to summer to Indianapolis preparations and will direct the Indianapolis campaign starting full time in September.

Ketchum Associate Number 2 (Schutte) will direct alumni campaigns in the following areas before summer:

- Area 10 - Evansville
- Area 8 - Terre Haute
- Area 5 - Lafayette-Kokomo
- Area 4 - Anderson-Richmond
- Area 7 - Bloomington

He will direct alumni solicitation in the fall in the following areas:

- Area 3 - Gary-Hammond
- Area 2 - South Bend/Elkhart/Mishawaka
- Area 9 - New Albany
- Area 6 - Marion County outside Indianapolis

New Foundation Man #1 starting on January 1 will devote his energies initially in the alumni areas but gradually and increasingly to all other areas of the Campaign. He will also assist in supervision of campaign headquarters.

New Foundation Man #2 will work under Barron on regional campuses, with particular emphasis on the Indianapolis campaign.

From the Alumni Office: A full-time billet to be created with the approval of the I.U. administration and the new man assigned to the Campaign for the year 1969. His primary responsibility will be to assist in alumni area

campaigns. Other Alumni Office staff personnel to be utilized for the Campaign where their duties permit.

From the I.U. Foundation: Help of Ed Von Tress on special assignments, as available. Tom Cosgrove as Foundation liaison man, as required.

Clerical Help: Present staff of office manager, three secretaries, and two clerk-typists to continue, and additional help added as needed.

1-3-69

RESOLVED, that we agree to the request of the Butler campaign leadership that public solicitation in Indianapolis specifically for the Indiana University in Indianapolis research project, as distinguished from general and other campaign objectives, be deferred until June 1, 1969. Even though this will be somewhat of a handicap to our campaign, we view this request favorably because of our close relationship to and friendship for the Butler people.

Therefore, we will refrain from any public solicitation for this specific I.U.I. project until the said date. Organization in all other parts of our campaign, both preparatory and public, are clearly understood not to be affected in any way by this agreement. Our campaign procedure commenced in February, 1968, with the first organization elements, including employment of fund-raising counsel. Since that time, a substantial organization for the general fund drive has been set up across the country, including Indianapolis. Pledges are being received from campaign segments already activated.

We wish our friends at Butler well as we trust they do us; and the reason for putting this agreement in writing is so that no misunderstanding should arise to mar this fine relationship.

RECOMMENDATION AS TO CAMPAIGN OBJECTIVES

Carlton G. Ketchum, Chairman of the Board

May 31, 1968

Memorandum

To: Dr. Elvis J. Stahr, President
Dr. Herman B Wells, Chancellor
Mr. William S. Armstrong, Vice President in charge of Development
Mr. Byron K. Elliott, General Chairman

Subject: Recommendation as to objective of the Sesquicentennial Campaign

1. This recommendation is based generally on our impression of the total fund-raising situation as disclosed by our experience since February first. The principal and most definite factor in our conclusions, however, is the series of evaluation meetings which have been held in a number of cities and with a considerable number of informed and interested persons, designed to indicate the extent of possible support from various corporate, foundation and individual sources and, where possible, an estimate of the probabilities.
2. This body of experience has resulted in uprating our conclusion as to what probably can be obtained in the campaign as planned. After the survey which we conducted late in 1967, we made a preliminary estimate, so identified, of from \$7,000,000 to \$11,000,000 in addition to the \$10,000,000 + which had been accumulated from gifts and bequests, and was incorporated in the Chancellor's list at that time.
3. We now feel that we should recommend as the goal of the campaign, including that preliminary total, \$25,000,000 which would involve the raising of something more than \$14,000,000 in addition. Just

to be sure that the thought is in the mind of each of you, this recommended goal is, on the one hand, something we consider wholly possible of attainment, given a well planned, vigorous, sustained effort and one which we believe will be accepted by the friends of the University as a rational asking in line with realities. It does not limit the amount that can be raised or that we shall try to help the University and its friends to obtain. We do not believe, however, that larger results would be accomplished by the announcement of any larger goal.

4. Restating that last point -- if the University announces an objective of \$25,000,000, supported by a wholly defensible list of items covered by that objective, a properly led, properly managed, and properly supported campaign for \$25,000,000 will bring to the University all the giving that is attainable during the campaign period. If that is substantially more than \$25,000,000; it will come just as well as the response to that asking as it would for anything greater.

5. From the evaluating sessions held up to May twenty-eighth which, as you know, do not by any means cover all of the potential larger prospects, there developed a total of 29 whom the evaluators considered capable of giving \$1,000,000 or more to Indiana University and with some traceable reason for at least considering such a gift. In addition, there appeared 10 others who could, if the situation warranted, give from \$500,000 to \$1,000,000 and 77 who could give \$100,000 to \$500,000, or a total of 116 capable of six or seven-figure contributions. There must be two or three dozen additional with some degree of relationship to Indiana University who, when evaluated, will be found to be in the six-figure and up categories.

6. All sorts of circumstances, of course, could lead to no contribution or a smaller one on the part of virtually any of these donors. Consequently, let's take a conservative approach -- but one in keeping with other approaches which have resulted in obtainable goals for similar institutions -- and leave the potential givers for whom we have not yet obtained an evaluation to give us another safety margin.

Of the 29 \$1,000,000 and up prospects, throw away fourteen. Assume Indiana University gets nothing at this time from any of them. Assume that the other 15 give, but that they come in for only \$500,000 each which would be half of the minimum rating in that category. Some of them are rated as possibilities for more than \$1,000,000. That would produce \$7,500,000.

Take the 10 prospects rating at from \$500,000 to \$1,000,000. Eliminate half of them. Assume that the other five give the minimum rating of \$500,000 which would add up to \$2,500,000.

Of the 77 other six-figure prospects, as evaluated to date, throw away 37, or about half. Assume that the other 40 give the minimum of their ratings which would be \$4,000,000, and then subtract a fourth of that. This would leave \$3,000,000.

Assume that all the other prospective givers evaluated at less than \$100,000, and including those who have yet to be rated in these levels plus the great mass of donors, all combined will give \$1,500,000 which would be an entirely tenable assumption. This would add up to \$14,500,000 and, with the \$10,500,000 now in hand, produce \$25,000,000.

7. We think we have built into this conjecture enough safety factors to give the University a real chance of accomplishment of a \$25,000,000 comprehensive goal, barring some totally unpredictable national calamity.

8. Strictly for your own consideration, because comparisons sometimes are helpful, the campaign concluded a couple of years ago for Tulane University, with an objective of \$24,400,000, is selected because of the similarity between that goal and the one recommended for Indiana University.

The official and announced attainment of that campaign was \$27,080,094, but the actual result, not yet published for excellent reasons, adds a great deal to that. This campaign had a challenge gift of \$6,000,000 and included 38 gifts of \$100,000 and up, one of \$3,000,000 and one of a little less than \$1,750,000, with eight others of \$500,000 or up to \$1,000,000. Save for the challenge gift there would appear to be no reason why Indiana could not hope with some substance for comparable gifts, and it may be noted that the \$24,400,000 objective was raised without including the challenge gift.

9. The most recent of the appeals for the University of Pittsburgh Health Center, which raised \$16,000,000, included four foundation gifts totaling \$6,750,000 and 18 corporate gifts which totaled \$3,589,000. This was a campaign directed to corporations, foundations, government, medical alumni and a very restricted number of other individual donors - that restriction being based on other very recent appeals to them for the University. The amount raised included six gifts of \$1,000,000 or more and, among the top corporate gifts, in addition to one of those, were nine six-figure contributions.
10. It is contemplated in this recommendation that the annual giving through the Indiana Foundation shall be protected by the designation to that fund of whatever amount was last given by the donor to it so that supporters of the fund who enlarge their giving to participate in the capital campaign, will have credited to it simply the excess of their giving over their established standard of contributions to the foundation.
11. Assuming the approval of the objective, its announcement should not be made simply in terms of a \$25,000,000 asking, but the figure should be supported by the listing of the principal items which it will cover, including those now comprehended in the \$10,600,000 raised to date. We think it would be better to give no estimate of additional needs of the University, because the success of the campaign may well be determined by concentration on giving to those which make up this total. Of course, reference can be made to the fact that there are other highly desirable items which, it is hoped, the University will be able to have attained in the next few years.

Respectfully submitted:
Ketchum, Incorporated

BY:



The eight goals of the Campaign as
finally agreed to by the University
Administration in November 1968.

The Musical Arts Center, under construction, will give the University a building to rank with the best of its kind in the country, and provide a facility commensurate with the School of Music's distinguished reputation, the stature of its faculty, and the talents of its student body. Federal loans and grants will underwrite about half of its cost of approximately 10 million dollars.

Gifts needed to complete the center: \$5.1 million.

The University Assembly Hall, a multi-purpose building under construction, will provide space and facilities for the School of Health, Physical Education, and Recreation classes. It will function as an auditorium for more than 20,000 spectators, and as a theater for 8,000. While the cost of the building is funded, the Birthday Fund will provide \$500,000 for equipment to convert the building from an athletic arena to a facility suitable for commencements, convocations, and other large gatherings.

Gifts needed for equipment: \$500,000.

The Fine Arts Pavilion, now in the early planning stage, will adjoin the present Fine Arts Building and will be a multi-purpose facility that will serve as a teaching instrument in museum techniques, a greatly expanded showcase for the University's growing treasure of fine arts, and a fine arts library of a size commensurate with a pressing need.

Gifts needed for the Fine Arts Pavilion total \$2.5 million.

Hoosier Heritage Hall will provide a central housing for the preservation and study of Indiana's history, artifacts and folklore. The complex, when completed, will draw important, historical conferences and will accommodate permanent and changing displays depicting man and the world in which he lives.

Gifts needed to complete the total complex: \$1.3 million.

The acquisition of library books to bring the University's treasure of books up to the needed level, beyond budget allocations, rests with the private sector. The need stems from the increased complexity in established fields, emergence of new fields of study, increased size of the student body, emphasis on graduate work, and the increased cost of books.

Gifts for books: \$2 million.

Professorships and scholarships must have private support to further the already high standards of instruction at the University, and to continue the rising quality of its student body.

Gifts for endowed professorships and scholarships: \$4.1 million.

Each of the five regional campuses will campaign for capital improvement funds within its community for development programs determined by campus administrators and local community leaders.

Gifts for regional campuses: \$3.5 million.

The establishment at Indiana University-Indianapolis of the IUI Research Institute to create health theory, practices and devices. It is expected to receive the hearty endorsement of industry and the community in this unique partnership for the creation of science-industrial products.

Gifts for IUI: an estimated \$6 million.

The Eight Goals



The alumni of the Indiana University School of Music have helped swell the musical wealth of our time by their contributions as composers, instrumentalists and conductors of orchestras, and as soloists on the operatic and concert stage. Since 1964, the School has granted more doctors' degrees in music than any other institution in the United States and now has the nation's largest student body majoring in musical arts.

With growing conviction and pride, Hoosiers are recognizing that in their midst is one of the world's great music centers.

Ground for the Musical Arts Center was broken in May, 1968, on the former site of East

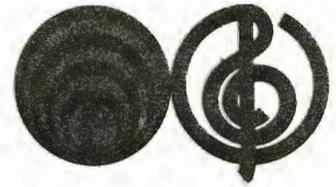
Hall, off North Jordan Avenue. Dedication of the new building is scheduled for winter 1970-71.

The Musical Arts Center, designed to function as both a laboratory and a workshop, will have classrooms, practice rooms, instructional studios, and rehearsal rooms for large groups in ballet, chorus and orchestra.

The building's 1,500-seat theater, which will accommodate opera productions from early fall through May, will be one of the best facilities for opera in the nation. The architecture follows the latest philosophy of the musical theater, best witnessed in the new Metropolitan Opera in New York City. There is an auditorium and four large stages: central, one at each side, and one back. Each can be isolated by a sound door, so that scenes can be prepared in advance and wheeled onto the principal stage between scenes with maximum effectiveness. Space has been provided for the construction and painting of scenery and properties, and for design and fabrication of costumes and accessories.

The cost of the new Musical Arts Center is estimated at \$10.3 million, approximately half of which has been funded.

The University's alumni and friends are invited to subscribe the remaining \$5.1 million, and in so doing to share the pleasure and pride of making this outstanding center possible.



Musical Arts Center

Assembly Hall

The University Assembly Hall, currently under construction between the new football stadium and the fieldhouse, will be one of the most widely used buildings on the Bloomington campus. Upon completion in 1970, the University's Sesquicentennial Year, the Assembly Hall, the only indoor spectator building on campus capable of accommodating any optimum attendance of the entire student body at one time, will be the scene of major cultural, civic and athletic events.

Designed as a multi-purpose building, it will be double the capacity of the fieldhouse and will provide space and facilities for the School of Health, Physical Education, and Recreation classes. It will serve as a basketball arena and will be available for intramural athletic events.

The Assembly Hall will function as an auditorium for 20,000 or as a theater for 8,000.

The building, begun in January, 1968, has a suspended bridge system of steel cables to give an interior completely free of supporting columns. There will be three levels in the structure and all will be air-conditioned.

The total cost of the building will be \$14.37 million, with funds for its construction coming from a bond issue to be retired through interest paid from Department of Athletics revenues and other fees.



An additional \$500,000 is needed for equipment to convert it from an athletic arena to a facility suitable for commencements, convocations, and other large gatherings. This equipment will include movable stages and audio equipment which will transform the building into an unexcelled multi-purpose facility.

Indiana University stands as a center of academic excellence, cultural and civic attainment and athletic achievement. The new Assembly Hall, in active service, will symbolize and serve this excellence.

The Fine Arts Pavilion, now in the early planning stage, will be a multi-purpose facility that will serve as a teaching instrument in museum techniques, a greatly expanded showcase for the University's growing treasure of fine arts, and a fine arts library of a size commensurate with a pressing need.

The museum portion of the new building will consist of three galleries—each about 10,000 square feet and designed to permit great freedom in developing museum techniques. An entirely new concept of gallery space underlies the design, with each gallery, in fact, a large open shell in which there can be the unhampered movement of walls, ceilings, and floors in creating exciting experimental display spaces.

Indiana University thus would be one of the few American universities (as well as long-

established museums) to provide in-depth training that the new generation of museum directors and curators must have to help give perspective to the role of art in modern living.

Not only would the new museum make greater experimentation possible, it would substantially increase display space sorely needed for the department's fine arts collections. At the present time the Fine Arts Building has 10,750 square feet of display space, with a scant 3,000 square feet for storage. The Pavilion would provide exhibition area of 30,000 square feet, and storage area of 25,000 square feet for offices, conservation, and photography laboratory.

The museum is now able to have only a fraction of its collection on display at any one time. While the acquisition rate for the museum more than tripled in 1962 and 1963, and has shown a steadily rising increase in the last four years, display space has remained static. It has been of special significance to the planners that the increase in the value of the art collection rose from less than \$400,000 in 1962 to over \$3 million in 1968.

The fine arts library would be moved from the present building (where it is crowded into 3,500 square feet) into the Pavilion where 14,000 square feet would be set aside not only for book storage but needed study areas, plus space for offices and check-out space.

The Fine Arts Pavilion



Space thus freed in the present structure would permit a long-delayed expansion of classrooms and seminars, teaching gallery, departmental offices and a larger area for still photography and cinematography courses.

Gifts needed for the Fine Arts Pavilion total \$2.5 million.

Dedicated to the preservation and study of Indiana's history, artifacts and folklore, Hoosier Heritage Hall will be a complex of facilities built to preserve a proud heritage.

Indiana University, whose historical archives, collections and exhibits are stored and displayed, of necessity, at several campus locations, has felt a need for a central facility around which a great wealth of Indiana historical materials could be assembled. The decision to build such a facility was hastened by the transfer to the University of the archaeological resources of the Indiana Historical Society and the receipt of a facilitating grant from the Lilly Endowment Foundation.

The result has been a long-range plan for the construction of the complex to be known as Hoosier Heritage Hall, the first building in the history of the university to be designed specifically for such use.

Hoosier Heritage Hall will include facilities for the Glenn Black Laboratory—quarters for the University's Department of Anthropology and Archaeology

with appropriate museums and laboratories and working quarters for undergraduates and graduates.

The plan provides for an arboretum on the north side of the Bloomington campus, and an outdoor display reproducing the environment of a pioneer Indiana village. Eventually there will be twenty or more buildings typical of the cabins, barns and stores in southern Indiana from about 1800 to 1875.

The Folklore Institute, which has the largest number of advanced folklore students in the world, will be housed in the new complex along with a folk museum developed by folklore and folk-life research.

Two important archives will be deposited in Hoosier Heritage Hall when it is completed. One is a manuscript collection assembled by folklore class students which contains unique Indiana materials along with folk-art slides of Indiana buildings. The other is an outstanding collection of recorded folk and primitive music, the Archives of Traditional Music, which contains materials from around the world including more than 25,000 tape-recorded items.

When the total complex of Hoosier Heritage Hall becomes a reality it will contain some of the most useful research tools to be found in the state of Indiana. As collections grow, the Hall will be used increasingly by both

professional and amateur scholars.

Hoosier Heritage Hall will be a magnet drawing important historical conferences. In addition it will accommodate permanent and changing displays depicting man and the world in which he lives.

The total cost of Hoosier Heritage Hall is expected to be \$3.25 million of which \$1.9 million will be available from state or federal funding. The remaining \$1.3 million is being sought from private sources.



Hoosier Heritage Hall

Library Book Acquisitions

One of the University's distinguished faculty members has said that "somewhere between 96 to 97 per cent of all university students are working very hard. The same is true of the faculty. Each day, thousands move in and out of our libraries. And the significant thing is that their need for books grows rather than diminishes."

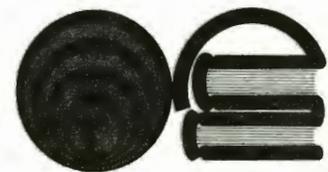
To fulfill this need and to allow the University to undertake a program of library book acquisition beyond what is possible from budget allocations, the Birthday Fund is seeking \$2 million from friends, the one source which can provide the funds to bring the treasure of books up to the needed level.

There has been a tremendous rise in the demand upon library

facilities since World War II. Many things have contributed to this trend, including the increased complexity of established fields, the emergence of new fields of study, the increased size of the student body, the emphasis on graduate work, and the increased cost of books. There is also the factor called "old poverty vs. new inflation": the books the University didn't buy during the Depression now cost five or six times what they would have cost, had there been a budget for them at that time. This has created a great backlog, a need for "retrospective book-buying," that must now be undertaken.

In order to begin this catch-up program, the Birthday Fund is working toward a capital fund beyond that provided in the current budget for books. The \$2 million fund will launch the program and enable the University to continue to attract top faculty members and graduate students and improve the quality of support to the disciplines in undergraduate study.

The complicated labors of preparing for the move to the new University library are now going steadily forward. When it is dedicated during the University's Sesquicentennial Year of 1970, Indiana will have one of the nation's top library facilities. Generous support of the book acquisition program will help assure that the University's library resources also rank high.



The need for these professorships exists in every department, in every school and in every college—and at all levels: undergraduate, graduate and professional.

To continue the high quality of instruction and research at Indiana University, the 150th Birthday Fund is suggesting privately endowed chairs which range from \$100,000 to \$600,000 for sponsorship.

To recognize superior academic achievement among its students and to aid those of promise but of less than top academic standing, the Indiana University Foundation plans to allocate increased scholarship aid. The funds will be distributed to the Distinguished Scholarship and the Loan Programs.

The professorships and scholarships need a total of \$4.1 million from private support to further the already high standards of instruction at the University, and to continue the rising quality of its student body.



Professorships and Scholarships

Indiana University's reputation as one of the nation's great institutions of higher learning rests fundamentally upon a faculty that is recognized at home and abroad for its teaching and research skills. If I.U. is to continue to be great, this faculty must be retained and new staff members must be recruited.

The creation of endowed professorships at the University will enable it to be competitive in seeking new staff and in retaining fine teachers already on the faculty. These endowed professorships or chairs will be supported by their own endowment funds. The chairs carry with them a tradition of excellence as a mark of those who will have held them in the past.

Indiana University has a deeply felt commitment to the establishment of fine, full-range undergraduate programs on each of its five regional campuses. The total student body of these campuses number about 20,000, and by 1975 the total is expected to more than double: 50,000 students.

The size of this commitment demands the immediate attention of the University and the communities in which regional campuses are located—Fort Wayne, South Bend, Gary, Kokomo and New Albany.

The University has undertaken throughout the state a baccalaureate program under which students, by 1970, may earn bachelor degrees in thirty-one fields. The University offers eight associate degree programs in the state, and will be granting degrees on a corresponding schedule.

Each regional campus has an effective partnership with its community and is working closely with civic and business leaders in determining the needs of the region. These efforts have resulted in programs with broad meaning for the community which the regional campus serves.

As part of the 150th Birthday Fund, each regional campus is campaigning for capital improvement funds in its community, for development programs to be determined by

campus administrators and local community leaders. Each community is conducting a local fund-raising effort for funds to be used for the development of the local campus.

The estimated total of these several community University programs is \$3.5 million.

1. Fort Wayne
2. Model of Southeast, New Albany
3. Kokomo
4. South Bend
5. Northwest, Gary

Regional Campuses



Indiana University-Indianapolis

Through a partnership with industry in the Indianapolis area, it is proposed to establish the IUI Research Institute which will have as its major goal the amalgamation of the health and engineering sciences for the development of instruments and systems for the delivery of health care. The Institute will be a part of Indiana University at Indianapolis but with a separate identity under the Indiana University Foundation. It will provide faculty rank for its staff to assure the development

of graduate training programs, and, at the same time, allow flexible working relationships with industry.

The alliance of various sciences with industry has been remarkably productive in the past three decades. Economic development for entire regions has been based on the manufacture of science-industrial products. The profits of these enterprises, wisely shared by industry and university, have helped finance the continued development of basic research and graduate education in the sciences. It is an exciting concept that can propel the university and the state to the forefront of applied research.

The program will need an estimated \$6 million in gifts.



CAMPAIGN OBJECTIVESMusical Arts Center

Here the full quality of the University's current program in the operatic arts will be developed to the point of commanding international respect for this teaching and performing center. Ground was broken in May.

University Assembly Hall

To extend the usefulness of this large structure, now under construction, additional equipment is needed which will permit conversion from its major use, large athletic events, to assemblages where large gatherings (20,000 or more) may gather to hear speakers of great drawing power.

Hoosier Heritage Hall

Will house materials which reflect the history of this State and nation. These collections, rooted in concepts of human dignity, democracy and representative government will be preserved by scholars but presented imaginatively for viewing and study. Will include the Glenn E. Black Archeological Laboratory. In final planning stage. Total cost includes Folklore Outdoor Museum and Arboretum.

TOTAL COST	APPROPRIATION OR FINANCING	PRIVATE GIFTS NEEDED	COMMITTED	PLEDGES NEEDED
\$ 10,300,000	\$ 5,200,000	\$ 5,100,000	\$ 2,600,000	\$ 2,500,000
14,370,000	13,870,000	500,000	-0-	500,000
3,250,000	1,950,000	1,300,000	300,000	1,000,000

CAMPAIGN OBJECTIVES (Cont.)Fine Arts Gallery Pavilion

An extension of existing facilities for pursuit of the learning, appreciation and practice of the Fine Arts, which will reach for new heights of creativity through learning and doing, that all may partake of the aesthetics of form and space and material. In early planning stage.

Library Acquisitions

This is a catch-up fund which will enable the University's already great library to step up its present rate of acquisitions. In particular, new collections will be added to attract the unusually gifted graduate student and stimulate the undergraduate to new areas of intellectual endeavor.

Professorships and Scholarships

All faculty salaries being in theory provided by the tax dollar, the sponsoring of a chair is arranged by establishing an endowment in the amount of \$100,000 to provide additional margin of stipend for the exceptional scholar. In the matter of scholarships the urgent need is for funds not wrapped in red tape which are available for use as indicated by the experience and wisdom of the administration.

TOTAL COST	APPROPRIATION OR FINANCING	PRIVATE GIFTS NEEDED	COMMITTED	PLEDGES NEEDED
\$ 2,500,000	\$ -0-	\$ 2,500,000	\$ -0-	\$ 2,500,000
2,000,000	-0-	2,000,000	1,000,000	1,000,000
4,100,000	-0-	4,100,000	3,100,000	1,000,000

CAMPAIGN OBJECTIVES (Cont.)

Regional Campuses

Provision for local needs in Fort Wayne, Kokomo, New Albany, Gary and South Bend, to be raised by separate local campaigns. The total shown here is an estimate.

Indiana University at Indianapolis

Much of the program here is still on the drawing board and the need is of necessity estimated. The 300 acres or so of "inner city" adjoining the IU Medical Center now being redeveloped into a metropolitan university contain the seeds of a campaign which might produce a spectacular addition to the University's total current program. Cost shown here is that of the first building phase of the Teaching Hospital only.

-17-

TOTAL COST	APPROPRIATION OR FINANCING	PRIVATE GIFTS NEEDED	COMMITTED	PLEDGES NEEDED
\$ 3,500,000	\$ -0-	\$ 3,500,000	\$ 500,000	\$ 3,000,000
16,000,000	10,000,000	6,000,000	3,000,000	3,000,000
\$56,020,000	\$31,020,000	\$25,000,000	\$10,500,000	\$14,500,000

Totals

PROJECT AND DESCRIPTION

Showboat (Majestic II)

To replace the original Majestic and to carry on a seven-year tradition of showboat productions during which students gained invaluable summer-time training in the theatre arts.

Outdoor Pool

To retire present mortgage, and to construct bubble for year-round use. (\$441,884)

Organ

To replace auditorium organ which burned in the early 1960's.

Chi Omega Gates

A gift from Theta Beta, the gates will be erected at the entrance to Fraternity/Sorority Row at North Jordan and the By-pass.

Fifth Street Gates

To erect gates at the Fifth Street Entrance to the University.

Carillon

Construction of Carillon on campus.

Golf House

TOTAL COST	APPROPRIATION OR FINANCING	PRIVATE GIFTS NEEDED	COMMITTED	PLEDGES NEEDED
\$ 500,000	\$ -0-	\$ 500,000	\$ 350,000	\$ 150,000
175,000	75,000	100,000	-0-	100,000
12,500	-0-	12,500	12,500	-0-
40,000	-0-	40,000	40,000	-0-
500,000	-0-	500,000	500,000	-0-
122,000	-0-	122,000	122,000	-0-
\$1,349,500	\$ 75,000	\$1,274,500	\$1,024,500	\$ 250,000

SPECIAL PROJECT OPPORTUNITIES IN 150TH FUND

T O H O N O R A N D P E R P E T U A T E A N A M E

Special Project Opportunities

in the

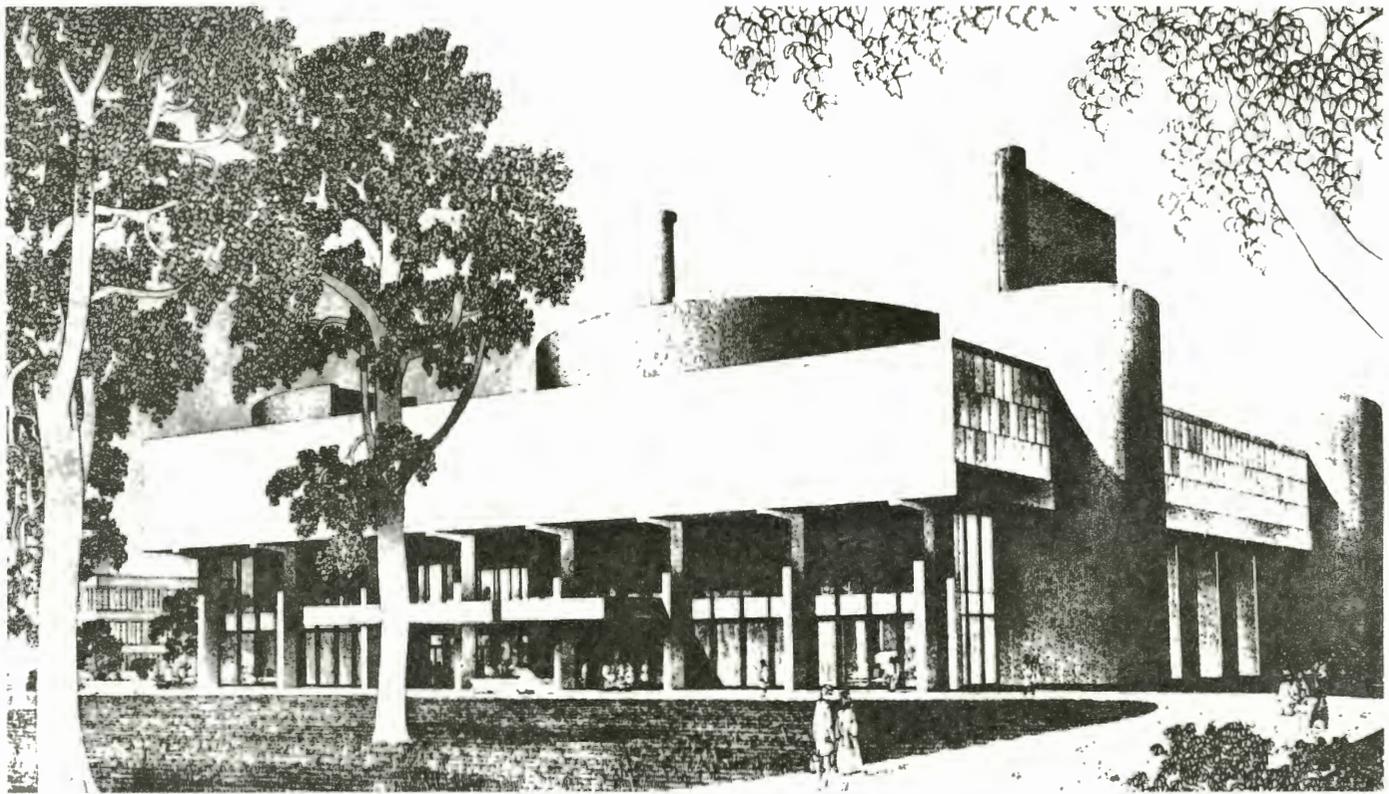
150th Birthday Fund

for

Indiana University

" . . . philanthropy can do things that government cannot. It can be selective; it can play frank favorites; it has fewer constraints; and it can take greater risks. It can probably respond with greater speed and shift directions more easily . . . and it is these characteristics that provide opportunity and challenge to the private giver . . . "

(From an address to the National Council on Philanthropy by Dean W. Conston, Deputy Under Secretary of Health, Education and Welfare)



Musical Arts Center, under construction

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The University's alumni and friends are invited to subscribe to the remaining \$5.1 million, and in so doing to share the pleasure and pride of making this outstanding center possible.

MUSICAL ARTS CENTER -- INVESTMENT OPPORTUNITIES

"When you build, build for a long time," Chancellor Herman B Wells has said.

"Make no small plans for your institution; the small plans are very difficult to achieve. Build for a thousand years. Do not build structures which will be cast away by tomorrow's fashion."

The new Musical Arts Center is modern in every sense, yet reflects the proven and traditional in the performing arts. It will not "be cast away by tomorrow's fashion." As the building rises, there is a high spirit and running excitement surrounding the project, and this publication, we hope, will convey that feeling and draw you to it.

Since the building is funded only in part, the campaign to raise the balance of the necessary money is one of the major goals of the University's 150th Birthday Fund. A broad variety of opportunities is available to honor and perpetuate the names of donors or their designees in this new structure. For instance, the name of a rehearsal hall, a ballet studio, an orchestra pit, or a laboratory stage could serve as a continuing reminder of its donors or a designee's interest in furthering the musical arts.

MEMORIALS

Ground Floor

E-B	Public Elevator		\$ 50,000
E-C	Artists' Elevator		50,000
E-D	Scenery Elevator		40,000
012	First-Aid Room		5,000
014	Artists' Reception, Green Room		50,000
015	Women's Chorus Dressing Room		10,000
017	Men's Chorus Dressing Room		10,000
018-032	Artists' Dressing Rooms (9)	each	5,000
036	Orchestra Rehearsal Room		20,000
040	Chorus Rehearsal Room		20,000

First Floor

100	Auditorium		\$500,000
101	Lobby, Exhibition Hall		200,000
102	Ticket Office		30,000
103	Ticket Manager's Office		15,000
104	Refreshment Bar		30,000
110	Orchestra Pit		150,000
111	Laboratory Stage		250,000
120	Right Rehearsal Stage		100,000
130	Rear Rehearsal Stage		100,000
140	Left Rehearsal Stage		100,000
199	Vestibule		30,000
199A	Vestibule		30,000

Mezzanine

201	Mezzanine Exhibition Hall	(reserved)	\$ 50,000
201A	Mezzanine Exhibition Hall		50,000
202	Lounge		25,000
203	Lounge and Terrace		35,000
	Mezzanine Refreshment Bars (2)	each	10,000
C-360	Technical Control Rooms (4)	each	20,000
E-E	Technical Service Elevator		50,000

Third Floor

301	Great Hall Rehearsal-Reception		\$100,000
302-304	Music Studios (2)	each	10,000
305	Ballet Studio		50,000
307-309	Ballet Studios (2)	each	25,000
308	Ballet Faculty Lounge		3,000
318	Costume Construction Studio		15,000
322-330	Design Faculty Studios (5)	each	5,000
327	Design-Technical Library		25,000
331	Scenic Painting Studio		35,000
331C	Sculpture Studio	(reserved)	5,000
335	Scenery Construction Studio		25,000

Fourth Floor

405	Center for Mathematical and Automated Music		\$ 25,000
	Computer Equipment for Center		50,000
426	Administrative Offices (6)	each	5,000
427	Patrons' Reception-Conference		50,000
434-438	Classrooms (3)	each	15,000

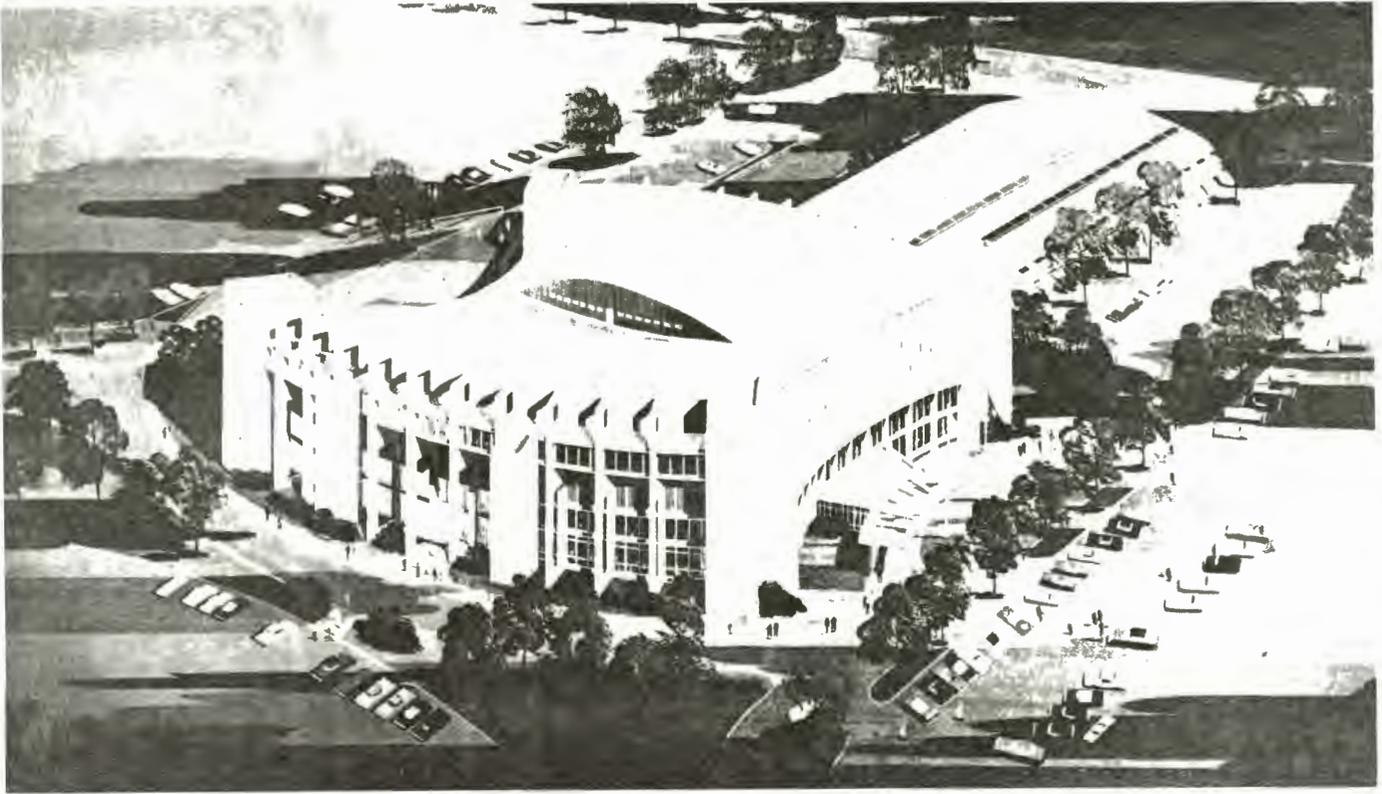
Seating

A Boxes	14 seats	each	\$ 1,440
B Boxes	12 seats	each	1,440
C Boxes	10 seats	each	1,440
Main Floor	200 seats	each	1,080
	300 seats	each	1,080
	414 seats	each	1,080
Terraces			
A, B, C	528 seats	each	360

Technical Equipment

Theater Lighting System		\$300,000
Theater Lighting Instruments		100,000
Sound and Recording System		150,000
Flexible Proscenium Frame		150,000
Lighting Bridges (4)	each	20,000
Stage Wagons		250,000
Acoustical Doors (3)	each	100,000
Orchestra Elevators (2)	each	100,000
Scenery Rigging Systems (63)	each	2,400
Special Roll Cyclorama		70,000
Trip Sky Drop		25,000

Stage Drapery Set		\$ 20,000
Main Front Curtain		70,000
Special Acoustic Drapery		35,000
Sound-Absorbing Curtain		13,000
Electronic Theater Carillon		8,000
Electronic Theater Organ		6,000
Concert Grand Pianos (3)	each	6,000
Studio Grand Pianos (7)	each	3,000
Studio Upright Pianos (12)	each	750
To Add Hydraulic Revolving Stage		750,000



Assembly Hall & Fieldhouse, under construction

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Indiana University stands as a center of academic excellence, cultural and civic attainment and athletic achievement. The new Assembly Hall, in active service, will symbolize and serve this excellence.

Assembly Hall
to honor and perpetuate a name
Indiana University, Bloomington

Construction costs of \$14.3 million for this new multipurpose structure have been funded through revenue bonds and state aid, but monies for the completion of facilities in the building and for the special staging installations are being sought through gifts to the 150th Birthday Fund. The minimum cost for facilities and the proposed conversion equipment will be \$500,000, which will cover, in addition to other items, winch and power equipment for curtains and set designs, the movable stage itself and its related apparatus, a system of multicolored lights, and a galaxy of powerful spotlights.

Both this conversion equipment and the athletic facilities planned for the Assembly Hall provide many excellent opportunities for sponsorship. Sports enthusiasts may donate the "I" Men's Lounge, offices for coaches, and training equipment, for example. Similar opportunities are open to persons who may wish to perpetuate a name through provision of appropriate stage-support equipment and facilities.

Both types of facilities appropriate for sponsorship are listed in this folder, with accompanying prices based on the location and prominence of the room or items rather than on precise construction or purchasing costs. The identifying numbers relate to the architect's basic set of blueprints and should be used for all reservations.

These opportunities for giving are offered equally to individuals, family groups, companies, University divisions or classes, and clubs and organizations. Reservations will be entered in the Memorials Register in the headquarters of the 150th Birthday Fund campaign in order of receipt.

GIFT OPPORTUNITIES IN THE INDIANA UNIVERSITY ASSEMBLY HALL

Ground Floor

G-104	Lighting Control Room	\$ 9,000
G-105	Officials' Locker and Meeting Room	8,000
G-112	Wrestling Room	15,000
G-113	Head Wrestling Coach's Office	6,800
G-114	Locker Room	10,000
G-117	Dressing Room	10,000
G-118	Shower Room	6,000
G-120	HPER Locker Room	50,000
G-141	Editing Library	5,000
G-143	Photo Studio	17,500

G-130	Film-Processing Rooms (2)	each \$20,000
G-139		

Stage-Support Area

G-183	Rehearsal Room	6,000
G-184	Rehearsal Room	5,000
G-185	Men's Shower and Washrooms (2)	each 4,500
G-187		
G-189	Women's Shower and Washrooms (2)	each 4,000
G-190		
G-194	Chorus/Storage Rooms (4)	each 5,000
G-198		
G-201		
G-206		
G-207	Chorus Room	10,000
G-208	Chorus Room	10,000
G-178	Stars' Dressing Room	7,500
G-181	Stars' Dressing Room	7,500
G-172	Dressing Rooms (6)	each 3,000
to		
G-177		
G-195	Office	5,000
G-270	Home Team Locker Room	36,000
G-200	Visiting Team Locker Room	36,00
G-162	Commissary	87,000
G-168	Office	7,200

MAIN FLOOR-WEST

Athletic Administration Area

107-A	Reception Area	10,000
117	Head Coaches' Offices (5)	each 10,000
to		
120		
and		
126		

	<u>Head Football Coach's Suite</u>	17,800
121	Football Coach's Office	11,000
122	Football Coach's Reception Room	6,800
	<u>Head Basketball Coach's Suite</u>	24,600
123	Basketball Reception Room	6,800
124	Assistant Coach's Office	6,800
125	Basketball Coach's Office	11,000
108 to 114	Coaches' Offices (7)	each 6,800
115	Projection Room	25,000
133	Publicity Office Suite	15,000
134	Press Room	12,000
135 to 135A	Film-Storage Rooms (2)	each 4,500
136	Office	6,000
137	Ladies' Powder Room	3,000
	<u>Athletic Director's Suite</u>	28,000
143	Athletic Director's Office	10,000
144	Reception Office	6,000
145	Conference Room	12,000
146	"I" Men's Room	32,000
147	Coat Room	4,800
150	Kitchen	4,000
148	Dining Room	50,000
	<u>MAIN FLOOR-EAST</u>	
	<u>Training Suite</u>	37,000
162	Training Room	6,000
163	Taping Room	4,000

164	Taping Room	6,000
165	Training Room	8,000
166	Storage Room	3,000
167	Training Room	5,000
168	Training Office	5,000
161	Rehabilitation Therapy Room	25,000
169	Sauna Bath	3,000
170	Doctor's Office	11,500
175	Equipment Storage	15,000
172	Office and Fitting Room	each 8,000
173		
177	First-Aid Room	5,000
184	Individual Locker Rooms (3)	each 4,500
to		
186		
204	Concession Stands (6)	each 10,000
209		
214		
221		
226		
231		
102	Entrance Lobbies (two: one on each side of	each 200,000
102A	building)	
155		
155A		
234	Main Concourse East and West	each 180,000
217		
415	Balcony Concourse East and West	each 120,000
416		
402	Concession Stands, Concourses (4)	each 18,000
412		
419		
429		
407	Television Control Room	30,000
506	Television Booth	15,000

The Fine Arts Pavilion, now in the early planning stage, will be a multi-purpose facility that will serve as a teaching instrument in museum techniques, a greatly expanded showcase for the University's growing treasure of fine arts, and a fine arts library of a size commensurate with a pressing need.

The museum portion of the new building will consist of three galleries—each about 10,000 square feet and designed to permit great freedom in developing museum techniques. An entirely new concept of gallery space underlies the design, with each gallery, in fact, a large open shell in which there can be the unhampered movement of walls, ceilings, and floors in creating exciting experimental display spaces.

Indiana University thus would be one of the few American universities (as well as long-

established museums) to provide in-depth training that the new generation of museum directors and curators must have to help give perspective to the role of art in modern living.

Not only would the new museum make greater experimentation possible, it would substantially increase display space sorely needed for the department's fine arts collections. At the present time the Fine Arts Building has 10,750 square feet of display space, with a scant 3,000 square feet for storage. The Pavilion would provide exhibition area of 30,000 square feet, and storage area of 25,000 square feet for offices, conservation, and photography laboratory.

The museum is now able to have only a fraction of its collection on display at any one time. While the acquisition rate for the museum more than tripled in 1962 and 1963, and has shown a steadily rising increase in the last four years, display space has remained static. It has been of special significance to the planners that the increase in the value of the art collection rose from less than \$400,000 in 1962 to over \$3 million in 1968.

The fine arts library would be moved from the present building (where it is crowded into 3,500 square feet) into the Pavilion where 14,000 square feet would be set aside not only for book storage but needed study areas, plus space for offices and check-out space.

The Fine Arts Pavilion



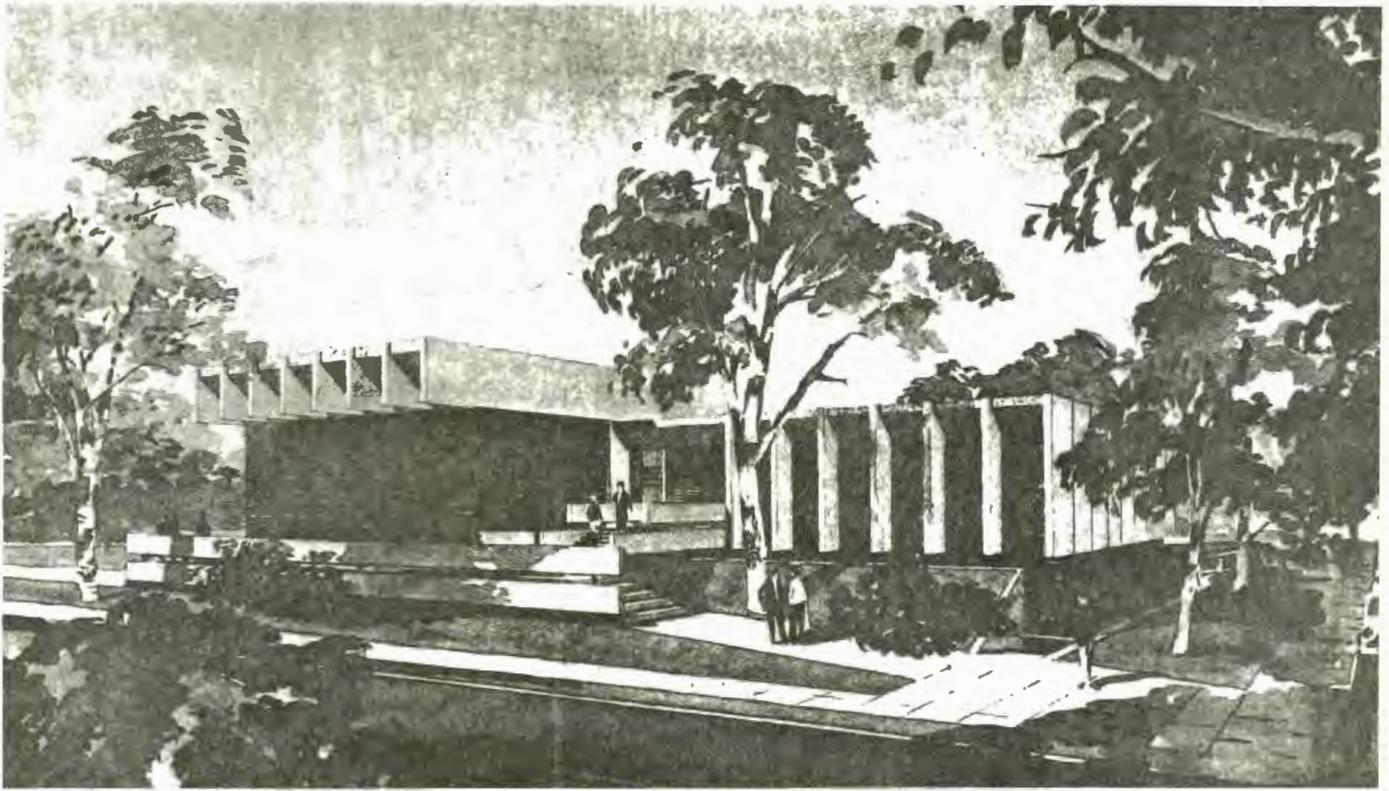
Space thus freed in the present structure would permit a long-delayed expansion of classrooms and seminars, teaching gallery, departmental offices and a larger area for still photography and cinematography courses.

Gifts needed for the Fine Arts Pavilion total \$2.5 million.

① Fine Arts Pavilion will adjoin Fine Arts Building.

FINE ARTS PAVILION -- INVESTMENT OPPORTUNITIES

Naming of the Building		Open
Ground Floor		
001	Museum Office	\$ 6,000
002	Office of Director	7,500
003	Office of Curator	6,500
004	Print Exhibition Room	10,000
005	Print Storage Room	10,000
006	Museum Conservation Laboratory	48,000
007	Museum Photography Laboratory	20,000
008	Office of Gallery Superintendent	5,000
009	Gallery Superintendent's Workshop	18,000
010	Receiving Area	160,000
011	Receiving-Storage	80,000
012	Mechanical Equipment	240,000
013	Conservation Display Vestibule	50,000
014	Lobby	100,000
Main Floor		
101	Library Lobby	\$ 30,000
102	Office of Assistant Librarian	6,000
103	Office of Librarian	7,000
104	Staff Work Room	12,000
105	Periodical Reading Room	20,000
106	Undergraduate Study Area and Stacks	150,000
107	Graduate and Faculty Study Area and Stacks	250,000
108	Rare Book Display	5,000
109	Rare Book and Seminar Room	10,000
110	Rare Book and Seminar Room	15,000
111	Concourse	100,000
112	Sculpture Lounge	80,000
Second Floor		
201	Exhibition Gallery	\$600,000
202	Gallery Storage	300,000
Third Floor		
301	Exhibition Gallery	\$600,000
302	Gallery Storage	300,000
Fourth Floor		
401	Exhibition Gallery	\$600,000
402	Gallery Storage	300,000



Glenn A. Black Laboratory of Hoosier Heritage Complex

Dedicated to the preservation and study of Indiana's history, artifacts and folklore, Hoosier Heritage Hall will be a complex of facilities built to preserve a proud heritage.

Indiana University, whose historical archives, collections and exhibits are stored and displayed, of necessity at several campus locations, has felt a need for a central facility around which a great wealth of Indiana historical materials could be assembled. The decision to build such a facility was hastened by the transfer to the University of the archaeological resources of the Indiana Historical Society and the receipt of a facilitating grant from the Lilly Foundation.

The result has been a long-range plan for the construction of the complex to be known as Hoosier Heritage Hall, the first building in the history of the University to be designed specifically for such use.

Hoosier Heritage Hall will include facilities for the Glenn Black Laboratory-quarters for the University's Department of Anthropology and Archaeology with appropriate museums and laboratories and working quarters for undergraduates and graduates.

The plan provides for an arboretum on the north side of the Bloomington campus, and an outdoor display reproducing the environment of a pioneer Indiana village. Eventually there will be twenty or more buildings typical of the cabins, barns and stores in southern Indiana from about 1800 to 1875.

The Folklore Institute, which has the largest number of advanced folklore students in the world, will be housed in the new complex along with a folk museum developed by folklore and folk-life research.

Two important archives will be deposited in Hoosier Heritage Hall when it is completed. One is a manuscript collection assembled by folklore class students which contains unique Indiana materials along with folk-art slides of Indiana buildings. The other is an outstanding collection of recorded folk and primitive music, the Archives of Traditional Music, which contains materials from around the world including more than 25,000 tape-recorded items.

When the total complex of Hoosier Heritage Hall becomes a reality it will contain some of the most useful research tools to be found in the state of Indiana. As collections grow, the Hall will be used increasingly by both professional and amateur scholars.

Hoosier Heritage Hall will be a magnet drawing important historical conferences. In addition it will accommodate permanent and changing displays depicting man and the world in which he lives.

The total cost of Hoosier Heritage Hall is expected to be \$3.25 million of which \$1.9 million will be available from state or federal funding. The remaining \$1.3 million is being sought from private sources.

HOOSIER HERITAGE COMPLEX
To Honor and Perpetuate a Name

MUSEUM BUILDING

To Name the Wing		\$300,000
<u>Ground Level</u>		
Shop		30,000
Material and Storeroom		10,000
Exhibit Assembly		12,000
Conservation and Processing		9,000
Receiving and Crating		5,000
Decontamination Chamber		3,600
Storage of Heavy Objects		12,000
<u>First Level</u>		
Office-Labs	(large)	10,000
	(small)	7,500
Labs and Student Work Areas		15,000
Administration, Staff Offices	each	5,000
Archives and Study		20,000
Gallery Spaces:		
North American Ethnology		100,000
South American and Central American Ethnology		100,000
Old World Hall		125,000
<u>Second Level</u>		
Office-Labs	(large)	10,000
	(small)	7,500
Assembly and Projection Room		25,000
Gallery Spaces:		
Main History Exhibition		100,000

Rotating History Exhibition		100,000
I.U. History Exhibition		125,000
Guard and Reception		50,000
 <u>Third Level</u>		
Office-Labs	(large)	20,000
	(small)	7,500
Art and Drafting		5,000

HOOSIER HERITAGE COMPLEX

OFFICE BUILDING

(Anthropology, Folklore, History)

To Name the Wing		Open
<u>First Level</u>		
Classrooms	(large)	25,000
	(small)	10,000
Teaching Lab		10,000
Offices		2,000
<u>Second Level</u>		
Classrooms	(large)	10,000
	(small)	7,500
Offices	2 @	2,000
	1 @	5,000
Research		15,000
<u>Third Level</u>		
Classrooms	(large)	10,000
	(small)	7,500
Offices	6 @	2,000
	2 @	5,000
Research		15,000

HOOSIER HERITAGE COMPLEX

Glenn A. Black Laboratory of Archaeology

Sponsored



Indiana University Library, occupied in 1969

One of the University's distinguished faculty members has said that "somewhere between 96 to 97 per cent of all university students are working very hard. The same is true of the faculty. Each day, thousands move in and out of our libraries. And the significant thing is that their need for books grows rather than diminishes."

To fulfill this need and to allow the University to undertake a program of library book acquisition beyond what is possible from budget allocations, the Birthday Fund is seeking \$2 million from friends, the one source which can provide the funds to bring the treasure of books up to the needed level.

There has been a tremendous rise in the demand upon library facilities since World War II. Many things have contributed to this trend, including the increased complexity of established fields, the emergence of new fields of study, the increased size of the student body, the emphasis on graduate work, and the increased cost of books. There is also the factor called "old poverty vs new

inflation": the books the University didn't buy during the Depression now cost five or six times what they would have cost, had there been a budget for them at that time. This has created a great backlog, a need for "retrospective book-buying," that must now be undertaken.

In order to begin this catch-up program, the Birthday Fund is working toward a capital fund beyond that provided in the current budget for books. The \$2 million fund will launch the program and enable the University to continue to attract top faculty members and graduate students and improve the quality of support to the disciplines in undergraduate study.

The complicated labors of preparing for the move to the new University library are now going steadily forward. When it is dedicated during the University's Sesquicentennial Year of 1970, Indiana will have one of the nation's top library facilities. Generous support of the book acquisition program will help assure that the University's library resources also rank high.

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The need for these professorships exists in every department, in every school and in every college—and at all levels: undergraduate, graduate and professional.

To continue the high quality of instruction and research at Indiana University, the 150th Birthday Fund is suggesting privately endowed chairs which range from \$100,000 to \$600,000 for sponsorship.

Indiana University's reputation as one of the nation's great institutions of higher learning rests fundamentally upon a faculty that is recognized at home and abroad for its teaching and research skills. If I.U. is to continue to be great, this faculty must be retained and new staff members must be recruited.

The creation of endowed professorships at the University will enable it to be competitive in seeking new staff and in retaining fine teachers already on the faculty. These endowed professorships or chairs will be supported by their own endowment funds. The chairs carry with them a tradition of excellence as a mark of those who will have held them in the past.

To recognize superior academic achievement among its students and to aid those of promise but of less than top academic standing, the Indiana University Foundation plans to allocate increased scholarship aid. The funds will be distributed to the Distinguished Scholarship and the Loan Programs.

The professorships and scholarships need a total of \$4.1 million from private support to further the already high standards of instruction at the University, and to continue the rising quality of its student body.



Professorships and Scholarships

PROFESSORSHIPS AND SCHOLARSHIPS

The professorships, or chairs, being offered by the 150th Birthday Fund are in two categories:

- 1) Existing chairs which are available for sponsorship at \$100,000. The sponsorship represents in effect an upping of the salary in question by approximately \$5,000, thus providing an added factor of advantage to Indiana University in today's competition for top scholars.
- 2) New chairs which are offered for sponsorship at \$600,000. Each is designed to create a new area of academic enterprise, and contribute correspondingly to Indiana's rise in scholastic stature.

Fellowships and scholarships lend themselves less readily to division into stated financial categories. The Indiana University Foundation does, however, now serve as trustee for several hundred individual funds which provide scholarship aid, and will welcome more.

LIBRARY ACQUISITIONS

Contributors who are interested in helping add to Indiana's treasure of books are invited to discuss ways by which in so doing they can memorialize names of their choice.

Equipment. Some foundations, especially those related to manufacturing concerns like General Electric, will give in kind but not otherwise.

Innovative programs. This suggests numerous possibilities of which the following are a few:

1. A major project to aid poor blacks.
2. Study and pilot project: shaping the course and character of the U.S. University for the next 50 years.
3. New teaching tools and techniques.
4. Studies to improve communications between whites and blacks.

Medical research.

Dental research.

Programs in the physical sciences.

Library aid, specific or general.

Special help to regional campuses.

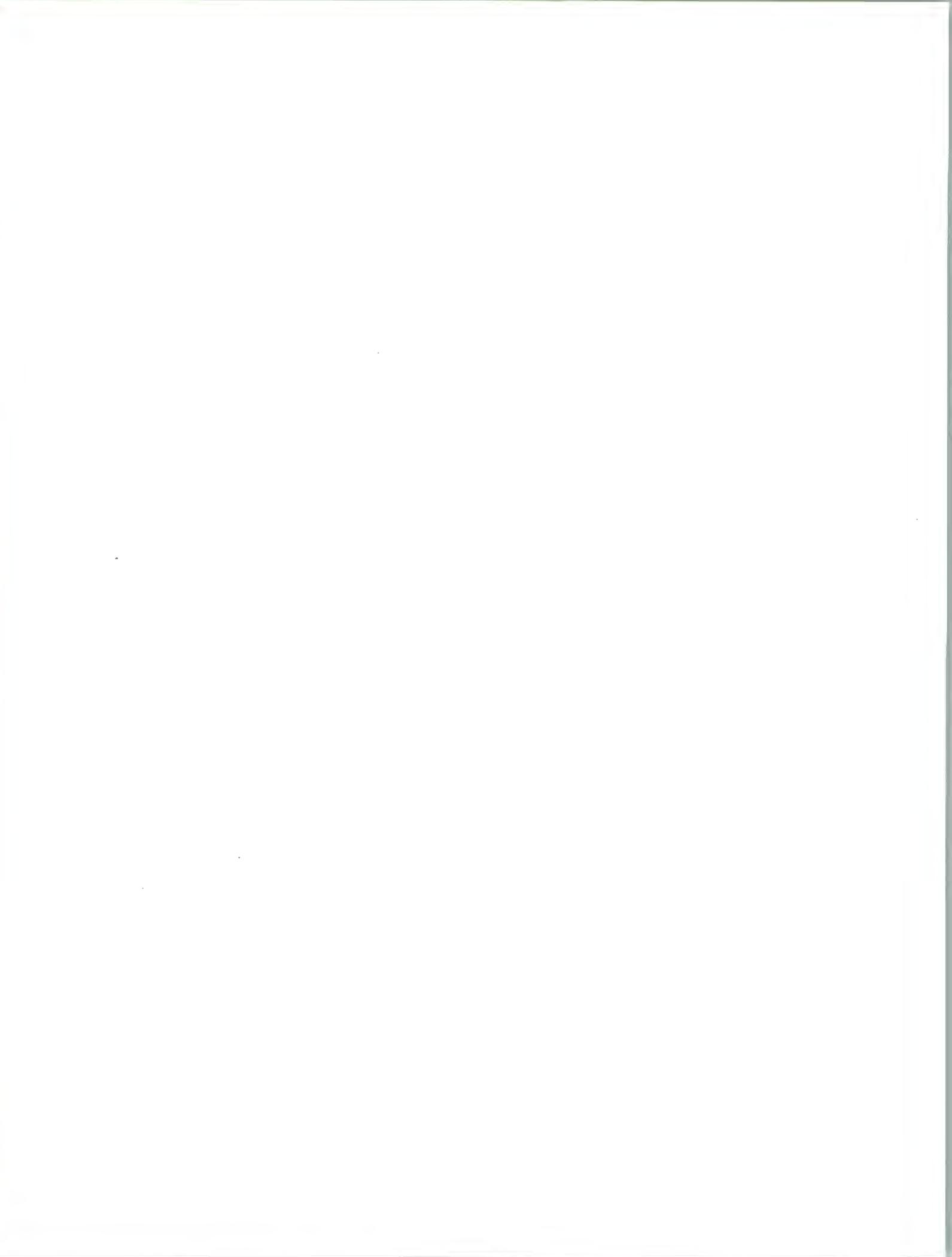
Projects in Indiana history and folklore.

The Musical Arts Center as a home for classical and semi-classical music in Indiana.

Area projects in Musical Arts Center, Assembly Hall, Fine Arts Pavilion, and Hoosier Heritage Hall to Honor and Perpetuate a Name.

Some but not all of these projects fit the frame of publicity-stated campaign objectives. This should not diminish or delay our asking.

JOB/ff



TO HONOR AND PERPETUATE A NAME

Special Project Opportunities

for

Indiana University Southeast

INDIANA UNIVERSITY SOUTHEAST

Indiana University Southeast was established in 1941 to provide educational and cultural opportunities for residents of Southeastern Indiana. It offers a wide variety of courses and degree programs in the arts and sciences, business, education, engineering technology, and nursing.

The Board of Trustees has accepted a gift from the citizens of New Albany to purchase approximately 180 acres of rolling and wooded land for an entirely new campus. The new site is located just north of New Albany at the intersection of I-265 and Indiana 111 (Grantline Rd.).

The University's long-range plans are for a fully developed institution of higher learning at this location, which will serve as a cultural as well as educational asset to Southeastern Indiana.

A "village" planning concept will be used for the commuter campus, taking advantage of the natural beauty of the site and emphasizing the views of Floyd Knobs to the west. Academic buildings of limited height will be erected on the high ground and the lower areas will be used for parking and recreation. Extensive landscaping will screen parking areas and roadways and enhance the series of courts, plazas and large pedestrian walkways—which will support service vehicles—connecting the buildings.

Plans for the first phase of construction, to be completed by Fall of 1972, call for three buildings: a science building, a classroom-office building, and a library. Initially the library building will also house student activities, administrative and faculty offices and some classrooms. Estimated to cost \$4,900,000, these buildings are being planned by the firm of Walker, Applegate, Oakes and Ritz of New Albany.

As soon as the campus is occupied, the University hopes to receive construction authority to build another science building, another classroom building and a student center. Ultimate plans call for more academic buildings, a gymnasium and sizable outdoor playing fields.

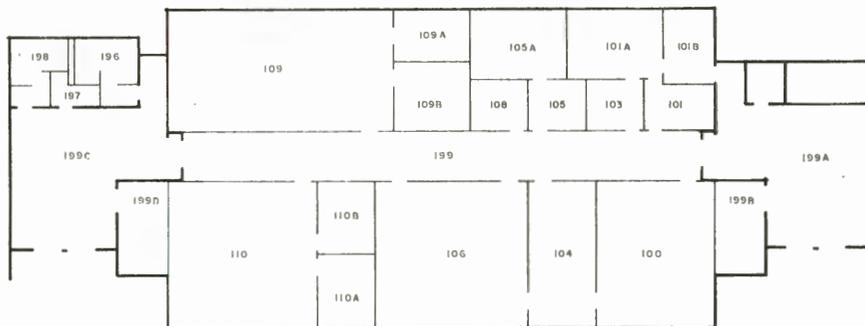
Rapid growth in the number of full-time students at IUS supports a projection of 3,000 students when the new campus opens in 1972 and 5,000 by 1980. During the Fall semester of 1970-71, IUS enrolled 2,400 credit students, of whom 1,100 were full-time. Much of the future increase will be the result of the expanded academic program made possible by the new facilities. Currently there are 69 resident faculty members and 65 associate (part-time) faculty members teaching in 30 different disciplines.

Because IUS is a commuter institution with no provision for campus dormitories, plans for roads and parking facilities have been carefully developed. A recent survey showed that 95 per cent of the current student population comes to the campus by automobile. Thus initial parking provisions will be for more than 1,200 cars, with additional parking areas to be built later.

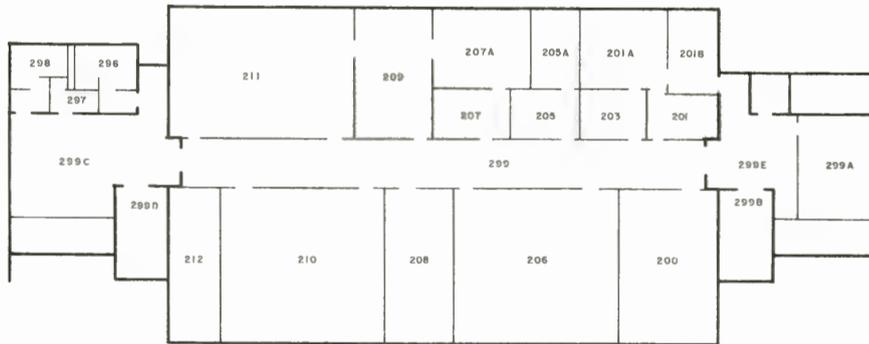


SCIENCE BUILDING

Room Number	Room Name	Project Amount
100	Advanced Physics Laboratory	\$ 30,000
101A	Biology Research Laboratory	20,000
105A	Physics Research Laboratory	25,000
106	General Physics Laboratory	30,000
109	Biology Laboratory	30,000
109A	Animal Room	5,000
110	Physiology Laboratory	30,000
110A	Sterilization Room	8,000
200	Analytical Chemistry Laboratory	30,000
201A	Chemistry Research Laboratory	20,000
205A	Chairman's Office	1,500
206	Organic Chemistry Laboratory	25,000
207A	Geology Research Laboratory	20,000
210	General Chemistry Laboratory	30,000
211	Geology-Geography Laboratory	25,000
212	Instrument Room	18,000
299A	Seminar Room	2,000
Other Projects		
	Optical Telescope	150,000
	Radio Telescope	30,000
	Landscaping - 15 units @ \$1,000	15,000



Science Building 1st Floor



Science Building 2nd Floor

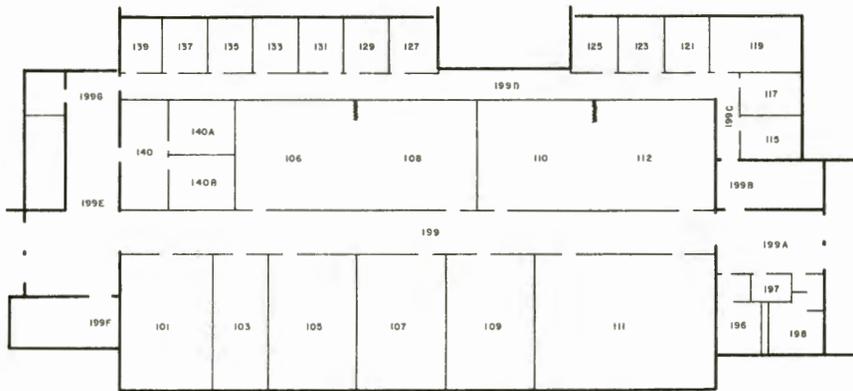


CLASSROOM - OFFICE BUILDING

Room Number	Room Name	Project Amount
004	Publication & Duplication	\$ 5,000
004	Computing Room:	
	Terminal	5,000
	Calculators (6)	6,000
	Adding Machines (6)	1,500
	Furniture	1,000
018	Faculty Lounge	2,000
103	Seminar Room	1,200
111	Classroom	5,000
140A	Division Chairman's Office	3,000
140B	Division Chairman's Office	3,000
200	Seminar Room	1,200
204	Seminar Room	2,500
299A	Study Lounge	1,500
	Other Projects	
	Landscaping - 15 units @ \$1,000	15,000



Classroom - Office Building Ground Floor



Classroom - Office Building 1st Floor

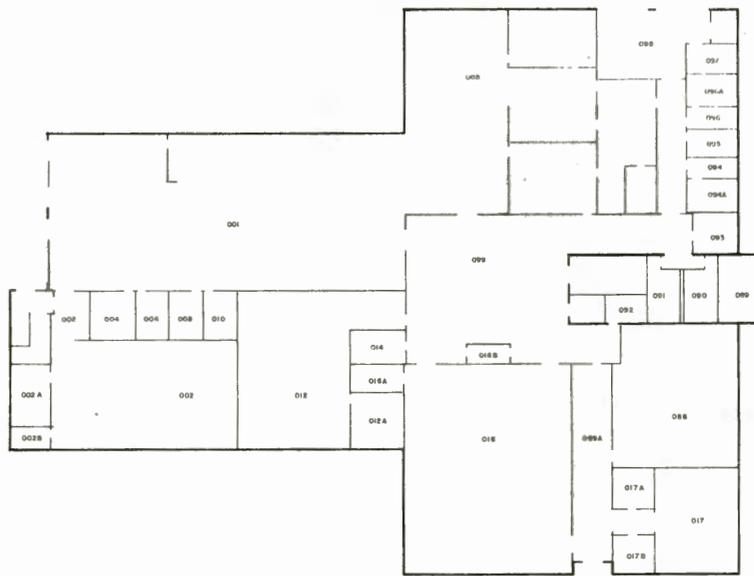


Classroom - Office Building 2nd Floor

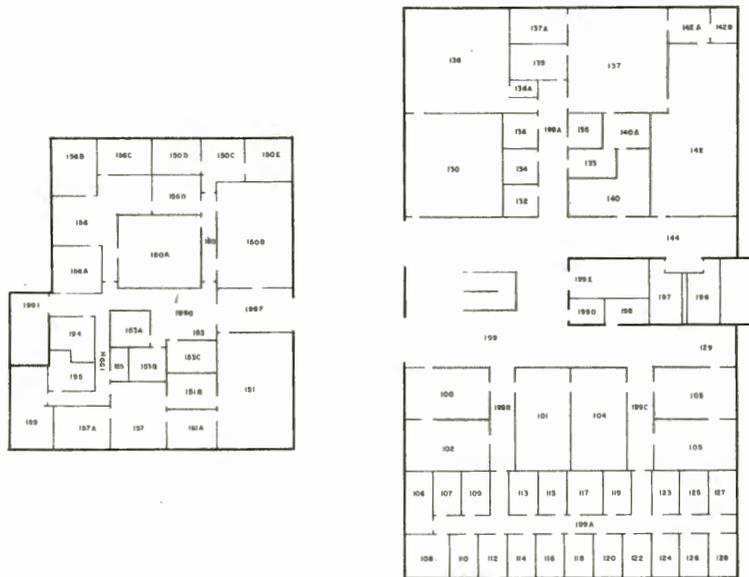


LIBRARY - STUDENT ACTIVITIES BUILDING

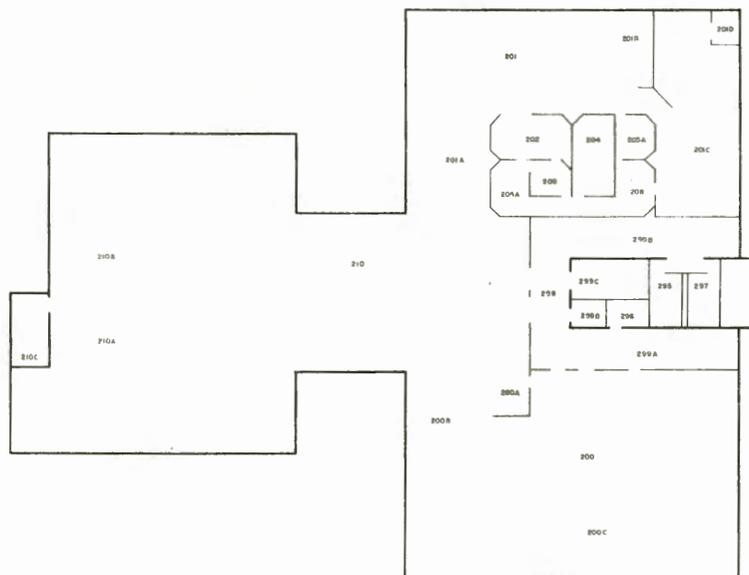
Room Number	Room Name	Project Amount
002	Student Study Lounge	\$ 7,500
002B	Darkroom	1,200
002C	Student Newspaper Office	2,000
004	Student Government Office	600
005	Student Meeting Room	3,500
006	Foundation Office	600
007B	Faculty Dining Room	5,000
008	Activities Coordinator's Office	600
010	Yearbook Office	600
014	First Aid Room	1,000
099	Lecture Hall Lobby	2,000
016	Lecture Hall:	
	Seats A - 50 @ \$300	15,000
	Seats B - 50 @ \$200	10,000
	Seats C - 100 @ \$100	10,000
	Piano	5,000
017	Music Classroom	10,000
017A & B	Music Studios:	
	Furniture & Equipment	3,000
	Pianos - 2 @ \$1,000	2,000
156B	Chancellor's Office	5,000
156A	Dean of Faculties' Office	5,000
156C	University Relations Office	5,000
156	Reception Room	6,000
150E	Business Manager's Office	\$ 5,000
157A	Dean of Students Office	5,000
150A	Conference Room	10,000
199F & G	Entrance Lobby	8,000
153A, B & C	Counseling Offices - 3 @ \$1,200	3,600
138	Drafting Laboratory	4,000
137	Painting Laboratory	3,000
200	Individual Study Center:	
	Study Carrels - 40 @ \$1,000	40,000
	Audio-Visual Equipment	10,000
	Other Projects	
	Landscaping - 15 units @ \$1,000	15,000



Library - Student Activities Building Ground Floor



Library - Student Activities Building 1st Floor



BUILD FOR A THOUSAND YEARS

Man's desire to live beyond his allotted three score years and ten is manifest in his religion, in his children and his family, in the things he creates, and in his good works.

Through his children he perpetuates his physical being, and through his male heirs, his name. The creation of his hands which he leaves may be a sturdy barn, or a railroad, a little red schoolhouse or a great university. And through his religion he looks to the future of his immortal soul.

It is by our good works that we are best remembered by our fellow man. The pharaohs sought immortality in the pyramids, and they are now remembered with special gratitude by the renters of camels and the manufacturers of cameras. By contrast there was a young carpenter from Nazareth whose image has been growing for two thousand years.

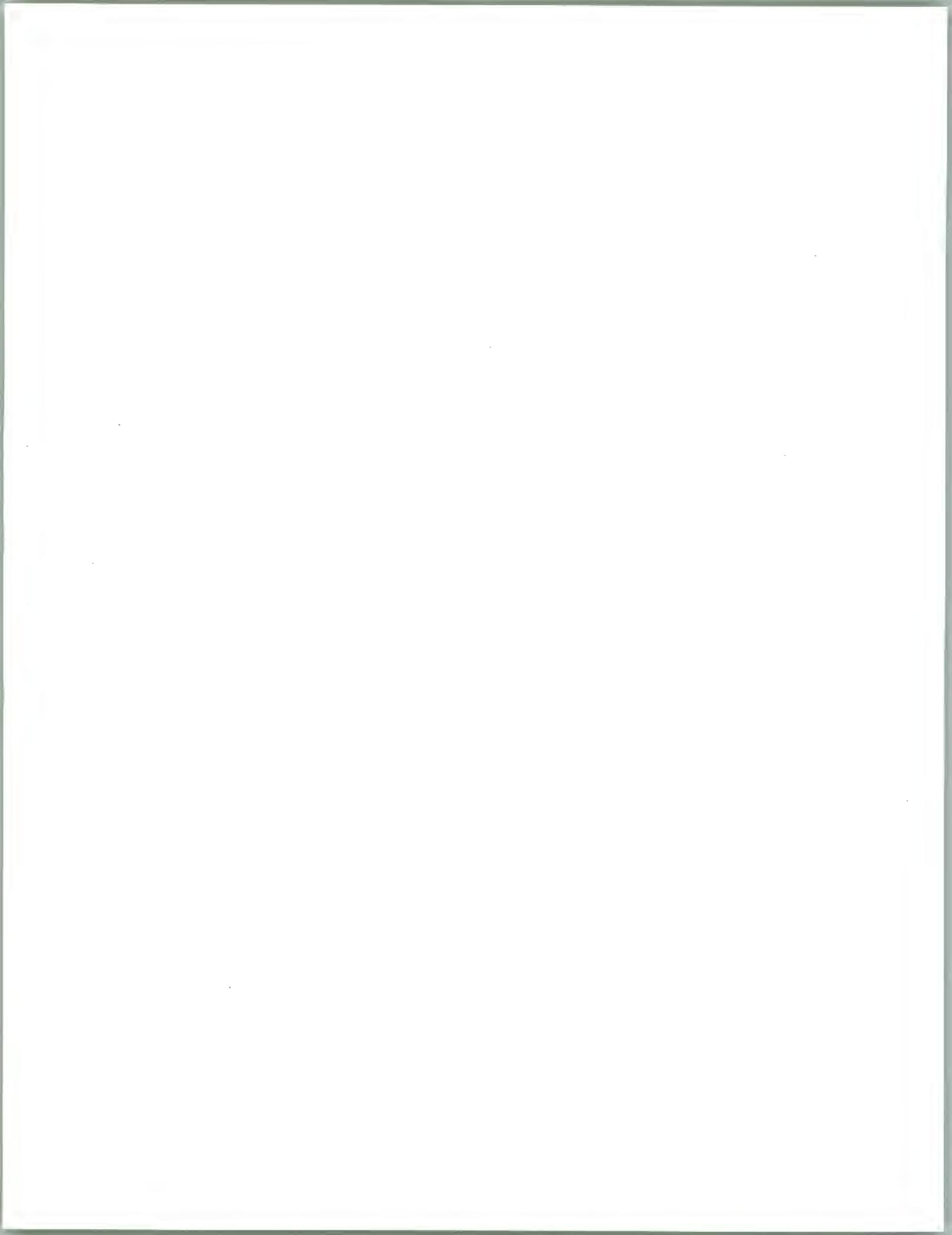
There are few physical things as nearly indestructable as a great university. Chancellor Herman B Wells, who should know, urges us to "build for a thousand years." When we place a name, therefore, on a building, a room, or a bronze tablet, we know that we do so for the ages.

In common parlance the specific projects which are sponsored and named in major campaigns are known sometimes as living tributes, but more frequently as memorials. To some the term memorial brings the connotation of the mausoleum. Our dictionary, however, disagrees: a memorial is "something that keeps remembrance alive." By this definition therefore, a memorial may carry the name of the donor, or his family, or of honored kinfolk living or dead, or of his company, or his club. Other sources or groupings will suggest themselves.

This publication shows memorial opportunities offered at Indiana University Southeast. Since change is implicit in the planning and construction of major buildings, campaign workers and prospective sponsors alike are cautioned to consult the Memorial Register at Indiana University Southeast or Indiana University Foundation, Bloomington, before considering any reservation final.

The memorial gifts for this project are for donor recognition and opportunity only. They reflect in some degree desirability of location. Money obtained will be used to enhance the equipment needs of the structure for which tax money is not available, and to make the building more usable to fulfill its purpose and function. All reservation applications will be honored in order of receipt.

CAMPAIGN CABINET ORGANIZATION



2/23/68

LEADERSHIP RESPONSIBILITIES

The General Chairman is the chief executive officer of the campaign organization. Acting under the authority of the Board of Directors of the Indiana University Foundation which in turn draws its authority from the Trustees of Indiana University and with the support of the Administration, Campaign Director and staff, he will:

1. Enlist top leadership from which he will form a Campaign Cabinet.
2. Preside at meetings of the Campaign Cabinet.
3. Act as chief spokesman for the campaign.
4. Preside at or appear at major campaign meetings.
5. Report to the Board of Directors of the Indiana University Foundation on campaign progress at appropriate intervals.
6. Initiate evaluation studies of the giving ability of prospective contributors.

The General Chairman should be willing and able at the start of the campaign to procure from his own company a pledge that will have significance to the balance of the corporate community. He should be willing and able to make a personal pledge that is generous in terms of his own means.

2/23/68

The President, the Chancellor and the Executive Director of the Indiana University Foundation. The campaign will require high priorities of the time and the energies of these three administrative officials. They will be members ex officio of the Campaign Cabinet and their views and their help will be sought by the campaign director with some frequency. To facilitate exchange of ideas and to initiate needed activities, there will be periodic staff conferences of these three with the campaign director to which appropriate campus and campaign officials may be invited.

In addition, the University will assign to the campaign individuals who will be detached, either in whole or in part, from their present responsibilities to work closely with the campaign director and his staff. Planning in this area should be done in an awareness that a considerable amount of time must be spent in the field, to service the activities of an estimated 35 local programs. These local programs will be of two types: (1) those relating to Regional Campuses, possibly as many as eight in number, and addressed to the community generally and (2) those addressed primarily to Alumni.

The Campaign Cabinet. Leadership and control of the campaign will be in the hands of a Campaign Cabinet created by and reporting to the Board of Directors of the Indiana University Foundation. Its membership will include the following:

General Chairman

General Vice Chairman or Chairmen

Honorary Chairman, if any

Campus Community Chairman

Primary Gifts Chairman

Major Gifts Chairman

Special Gifts Chairman

Community Gifts Chairman

Alumni Gifts Chairman

. . . and others, as and if needed

Ex Officio

President of the University

Chancellor

Executive Director, IU Foundation

Alumni Director

Others?

Meetings of the Campaign Cabinet shall be held on call of the General Chairman who will preside. The campaign director will prepare the agendas and serve as secretary of the meetings. Formation of an Executive Committee may be considered. For purposes of campaign policy, the Campaign Cabinet will be the individuals designated as managers or co-managers of the campaign as provided in the Ketchum contract.

2/23/68

The Board of Directors. A high degree of involvement in the campaign will be expected of both the Board of Directors of the Indiana University Foundation and of the Trustees of Indiana University. Some specifics:

1. The Directors and Trustees will be the first groups solicited, in a method to be determined by the General Chairman. Directors and Trustees will be expected to make pledges fully commensurate with their means which will act as a challenge and inspiration to others.
2. Directors and Trustees will be asked during the course of the campaign to accept the responsibility for a reasonable number of solicitations.
3. The assistance of Directors and Trustees will be sought from time to time by the campaign office in identifying prospects and in opening doors.
4. The Board of Directors as a whole will have the opportunity from time to time to receive and review progress reports by the General Chairman.

2/23/68

Other Leaders

General Vice Chairman will assist the General Chairman. They will share with him the responsibilities of leadership and, on occasion, act in his stead.

Campus Community Chairman is responsible for the solicitation of the members of the Board of Directors of Indiana University Foundation and the Trustees of Indiana University. A Director or Trustee may be considered for this purpose. At a later date, when solicitation of Directors and Trustees has been completed and the results can be used as an incentive, the Campus Community Chairman will also lead the solicitation of Faculty and Administrative personnel. There will not be intensive, person-to-person, solicitation of the student body.

Primary Gifts Chairman will be a man whose reputation, enthusiasm, and financial participation will point the way to successful negotiations with prospects whose giving abilities are judged to range from \$100,000 to \$1 million and more. These prospects may be individuals, leading banks, corporations and foundations. The ability to give is the basic measurement and, pending careful evaluation, the initial number of prospects entrusted to this chairman's care may be estimated to range from 50 to 100. Each Director and Trustee and each campaign leader must be available to this Chairman as a committeeman. He may add others to strengthen his organization as they, themselves, give and oriented to the need.

2/23/68

Major Gifts Chairman. His stature, reputation and ability to demonstrate, by example, must be geared to prospects judged able to give \$10,000 and up. He will require two or three Vice Chairmen.

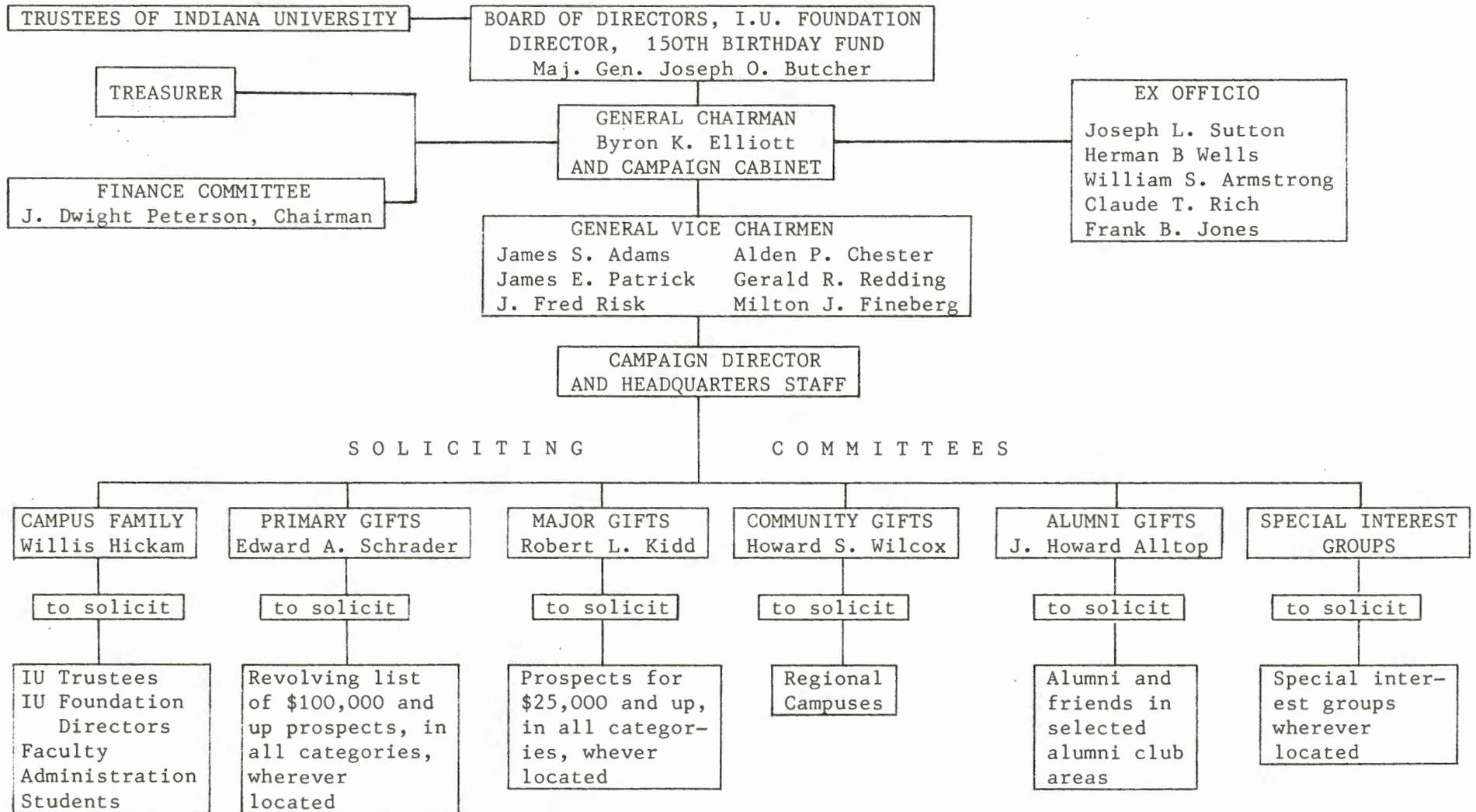
Special Gifts Chairman. Here, too, a man of exceptional capabilities is needed. His responsibilities will be the prospects judged able to give \$1,000 and up and the size of his committee will be determined by the number of prospects uncovered in this category.

Community Gifts Chairman. This leader will exercise the supervision of those local area campaigns which are addressed to the neighbors of the Regional Campuses. The initial responsibility will be the enlistment of a strong chairman and an effective leadership group for each area.

Alumni Gifts Chairman. This leader will have jurisdiction over the area programs of personal solicitation which will be organized in a limited number of areas where there is sufficient concentration of Alumni strength to justify such activity. The number of such areas is tentatively estimated at 30.

150TH BIRTHDAY FUND FOR INDIANA UNIVERSITY

BASIC ORGANIZATION CHART



-7-

NATIONAL AREA CHAIRMEN

New York, New Jersey

Vern M. Boxell

New England

E. W. Kelley

Delaware, Pennsylvania,
West Virginia

John L. Young

Maryland, Virginia

Roger W. Eisinger, Jr.

District of Columbia

Douglas Whitlock

Southeast

Joseph F. Volker

Kentucky, Mississippi,
Tennessee

G. Ted Smith

Michigan, Ohio

Paul E. Tobin

Illinois

James E. Cathcart*

Arkansas, Kansas, Missouri

Robert A. Ravensburg

Northwest

Moses B. Thompson

California

Jacob Swartz
John H. Klopp
Robert A. Dobbins

Arizona, New Mexico

James E. Patrick

Louisiana, Oklahoma,
Texas

Robert L. Kenderdine

INDIANA AREA CHAIRMEN

William G. Bannon
Robert L. Boyd
Donald C. Danielson
John E. Early

Robert E. Gates
Vernon R. Huffman
Paul G. Jasper

Robert A. Lucas
Thomas S. McGrain
R. Dewey Welch

METROPOLITAN INDIANAPOLIS ALUMNI CHAIRMEN

Robert J. Boeglin
C. Severin Buschmann
James L. Kittle

T. Randolph McCullough
John D. Peterson
Paul R. Summers

Leland E. Tanner
Harold H. Wells

*Deceased

150th BIRTHDAY FUND
Metz Suite
Indiana Memorial Union
Bloomington, Indiana 47401

3/1/68

THE TIME TABLE - BROAD OUTLINE

For the Initial Period Ending 7/31/68

Select, staff and equip campaign headquarters on campus.

Start weekly leadership conferences.

Draft Plan of Campaign for March 12 meeting of IU Foundation Board in Phoenix.

Information meetings with deans and faculty.

Enlist General Chairman.

Enlist balance of Campaign Cabinet; hold first meeting.

Discuss additional Ketchum personnel in May or earlier.

Determine campaign objective within 90 days of February 12.

Identify, research, evaluate and start assigning Primary Gifts prospects for immediate approach.

Information meetings for Primary Gifts prospects.

Schedule information meetings in Regional Campus cities and selected alumni club areas and start enlistment of area leadership.

Evaluate and solicit Trustees and Directors after completion of top leadership enlistment.

Initiate programs with Clubs and Organizations.

Prepare introductory folder, facts package, main brochure, memorials folder and other literature and forms.

Announce campaign at Alumni Barbecue, June 8, 1968.

September through December, 1968

Continue Primary Gifts Solicitation, adding qualified names.

Cultivation, evaluation and solicitation of Major Gifts prospects.

Cultivation, evaluation and solicitation of Special Gifts prospects.

Continue information meetings in regional campus and key alumni cities.

Complete area leadership enlistments; hold Bloomington meetings of area leaders.

Schedule distribution of brochure to arrive not less than one week prior to kickoff by each group or area.

Consider additional alumni areas.

Continue programs of Clubs and Organizations.

Start regional campus campaigns.

Start alumni area solicitations.

Special year end opportunities.

January through July, 1969

Continue Primary Gifts, Major Gifts and Special Gifts solicitations, adding names as indicated by research.

Complete campaigns in remaining Regional Campus cities.

Complete campaigns in remaining Alumni areas.

Complete programs of Clubs and Organizations.

Clean up mail to scattered Alumni (i.e. Alumni not covered by personal assignment).

Telephone clean up.

Victory Celebration.

At the start of the campaign a solicitation timing chart was drawn up. Throughout the campaign this was modified from time to time. Especially, note the timing modification for the ten alumni areas in Indiana (2-14-69). The timing chart was worthwhile since it kept the staff and volunteers moving forward with a goal to try to meet.

TIMING CHART

	<u>Preliminary</u>	<u>Solicitation</u>	<u>Clean-Up</u>
<u>Top Divisions</u>			
Boards	Sep. 3/68 Oct. 16/68	Oct. 17/68 Dec. 31/68	
Primary Gifts	Sep. 3/68 Oct. 31/68	Nov. 1/68 Jul. 31/70	Sep. 1/70 Dec. 31/70
Major Gifts	Sep. 3/68 Nov. 30/68	Dec. 1/68 Jul. 31/70	Sep. 1/70 Dec. 31/70
Special Gifts	Nov. 1/68 Jan. 31/69	Feb. 2/69 Jul. 31/70	Sep. 1/70 Dec. 31/70
Faculty and Staff	Dec. 2/68 Jan. 14/69	Jan. 15/69 Feb. 28/69	Mar. 1/69 Mar. 31/69
Students (Seniors only)	Apr. 1/69 Apr. 30/69	May 1/69 May 30/69	Jun. 1/69 Jun. 14/69
<u>Regional Campuses</u>			
Fort Wayne	Sep. 3/68 Jan. 14/69	Jan. 15/69 Feb. 14/69	Feb. 17/69 Mar. 1/69
Gary	Feb. 1/69 Mar. 31/69	Apr. 1/69 May 15/69	May 15/69 May 30/69
Kokomo	May 1/69 Jun. 15/69	Jun. 15/69 Jul. 15/69	Jul. 15/69 Jul. 31/69
South Bend	Sep. 1/69 Oct. 30/69	Nov. 1/69 Dec. 15/69	Dec. 15/69 Dec. 31/69
New Albany	Jan. 3/70 Feb. 15/70	Feb. 15/70 Mar. 15/70	Mar. 15/70 Mar. 30/70
<u>Indianapolis</u>	Oct. 1/69 Feb. 30/70	Mar. 1/70 Jun. 30/70	Jul. 1/70 Jul. 31/70
<u>Bloomington</u>	Dec. 1/68 Jan. 15/69	Jan. 15/69 Feb. 28/69	Mar. 1/69 Mar. 15/69

	<u>Preliminary</u>	<u>Solicitation</u>	<u>Clean-Up</u>
<u>Alumni Areas --</u>			
<u>Indiana</u>			
Evansville	Nov. 1/68 Jan. 15/69	Jan. 15/69 Feb. 15/69	Feb. 15/69 Mar. 1/69
Bloomington	Dec. 1/68 Jan. 31/69	Feb. 1/69 Mar. 15/69	Mar. 15/69 Mar. 31/69
Fort Wayne	Jan. 3/69 Feb. 28/69	Mar. 1/69 Apr. 15/69	Apr. 15/69 Apr. 30/69
Gary	Apr. 1/69 May 30/69	Jun. 1/69 Jul. 15/69	Jul. 15/69 Jul. 31/69
Kokomo	Jun. 1/69 Sep. 15/69	Sep. 15/69 Oct. 31/69	Nov. 1/69 Nov. 15/69
Terre Haute	Sep. 1/69 Oct. 31/69	Nov. 1/69 Dec. 15/69	Dec. 15/69 Dec. 31/69
South Bend	Nov. 1/69 Jan. 15/70	Jan. 15/70 Feb. 28/70	Mar. 1/70 Mar. 15/70
New Albany	Feb. 15/70 Apr. 15/70	Apr. 15/70 May 30/70	Jun. 1/70 Jun. 15/70
Indianapolis	Nov. 1/69 Mar. 15/70	Mar. 15/70 Jun. 30/70	Jul. 1/70 Jul. 31/70
Richmond	Oct. 1/69 Nov. 30/69	Dec. 1/69 Jan. 15/70	Jan. 15/70 Jan. 31/70

National Areas

Chicago and Detroit	Jan. 1/69 May 30/69	(Schutte will provide more breakdown)	
Columbus, Cin- cinnati, and Dayton	Sep. 1/69 Dec. 31/69		
New York	Oct. 1/69 Jun. 30/69		
Los Angeles and San Francisco	Jan. 1/70 Jul. 31/70		

ALUMNI CAMPAIGN SCHEDULE

		<u>Preliminary</u>	<u>Solicitation</u>	<u>Clean-Up</u>
John Early	Evansville #10	12/15/68- 2/11/69	2/12/69- 4/11/69	4/12/69- 6/30/69
Danny Danielson	New Castle #4	1/15/69- 4/09/69	4/10/69- 6/09/69	6/10/69- 8/27/69
Bob Gates	Ft. Wayne #1	2/24/69- 5/21/69	5/22/69- 7/21/69	8/22/69-11/09/69
Bill Bannon	Terre Haute #8	3/06/69- 5/22/69	5/23/69- 8/23/69	8/24/69-11/12/69
Bob Lucas	Gary #3	4/01/69- 6/20/69	6/21/69- 9/22/69	9/23/69-11/10/69
Robert Boyd	Kokomo #5	5/03/69- 7/03/69	7/04/69- 9/03/69	9/04/69-12/24/69
Jim Schmalz	Bloomington #7	5/15/69- 8/10/69	8/11/69-11/20/69	11/21/69- 2/10/70
Dewey Welch	South Bend #2	6/02/69- 7/30/69	7/31/69- 9/30/69	9/30/69-12/20/69
Tom McGrain	New Albany #9	8/10/69-10/15/69	10/16/69-12/14/69	12/15/69- 2/20/70
Paul Jasper	Indianapolis #6	4/10/69-10/16/69	10/17/69- 2/20/70	2/21/70- 5/12/70

CAMPAIGN SCHEDULE - Revised 2/14/69

<u>Area</u>	<u>No. Counties</u>	<u>No. Prospects*</u>	<u>Chairman Enlisted</u>	<u>Kickoff Meeting</u>	<u>Completion</u>
10	10	2,500	12/15/68*	2/11/69	4/15/69
4	18	4,000	1/15/69*	3/27/69	5/30/69
7	11	7,000	2/19/69*	4/14/69	6/30/69
1	10	3,500	2/24/69*	4/18/69	7/15/69
8	6	1,200	3/07/69	4/22/69	6/15/69
5	12	2,500	4/01/69	5/20/69	7/30/69
3	5	3,600	4/01/69	5/22/69	7/30/69
6	6	9,000	5/ /69		1/ /70
2	8	3,400	9/02/69	10/20/69	12/31/69
9	7	1,600	10/01/69	11/19/69	1/20/70

*Number listed for personal solicitation - approximately 40% plus of all Graduates and non-graduates.

PUBLIC RELATIONS REPORT



PUBLIC RELATIONS

Public Relations is one of the most important aspects in a campaign such as the 150th Birthday Fund and is in fact everybody's job. Every event, every contact, every cultivation, every letter is public relations and the person in the so-called PR position is actually the staff writer or staff editor, backing up rather than fronting, the over-all public relations phase.

In addition to raising a lot of money and marking an historic anniversary in a singularly appropriate way, the 150th Birthday Fund for Indiana University served as a broad-scale PR venture bringing attention to the University in a positive way.

The campaign had these advantages:

1. Many alumni who were asked to serve were honored and complimented. (Much credit for generating this feeling should go to Byron K. Elliott, the national chairman.) With continued encouragement, these alumni will surely remain in closer contact with I.U.
2. In a climate of hostility and confusion over the nation's colleges, the campaign was an opportunity to convey, confidently rather than defensively, the story of the University's basic mission and its efforts to cope with rapid social change.
3. The appeal for scholarships spread greater understanding of the severe problems students have in financing an education. Perhaps this will eventually filter into the legislative mind.
4. The campaign was a convincing vehicle for spreading the reputation of the University as a bulwark and therefore a good place for charitable investment for those donors interested in future dividends to society for that investment.
5. The 150th attempted to, and to a great extent did, elevate in the public mind the importance of private support of public universities. It brought more into focus the overall picture of financing.

TROUBLED WATERS

The campaign did not, of course, find smooth sailing everywhere. The tenor of the times created a somewhat precarious environment for an intensive search for benefactors. These were the obstacles:

1. The national economy was in an unusually uncertain condition, with a combination of inflation and recession. Cost of living was up, profits were down, unemployment was spreading and the government's tactic to solve these problems was a tight money policy, clamped on just about the time the 150th Birthday Campaign started.

2. The emergence of the student radical and two years of anti-war demonstrations, sometimes taking the form of destructive riots, on college campuses all across the nation had raised serious questions in the minds of many potential supporters. The fact that such activity on the I.U. campus had been orderly by comparison to some other campuses was not readily understood by much of the public and there was often an attitude of distrust to be overcome.

3. The campaign was conducted at the height of the new cry for "relevance". The academic community itself was perhaps hardest to convince that a project such as an historical museum, for instance, had long-range merit in the fact of social crises and of other physical needs of the University.

THE INSIDE STORY

In general, the 150th Birthday Fund has had a thorough program for dissemination of information through the news media, university media, house organs, brochures and other printed materials.

The press was especially good to us, publicizing events, gifts and projects, often above and beyond news value considerations.

Other organizational "plusses" were:

1. It was good to have as director a man with some orientation toward printed media and some knowledge as to what will and will not work, PR-wise.

2. It was good to be restricted only by good judgment in budgeting for publications.

3. It was good to have adequate quarters to work in.

4. In the organization as a whole, tenacity and dedication of key staff members held us together even when progress was frustratingly slow. The final outcome attests the need for patience and plain "doggedness".

5. Though the University was in a period of transition and saw several presidents during the three years of the campaign, wholehearted support of the top administration never failed and was a major asset and would be essential in future campaigns.

6. Cooperation within the University, such as the Foundation and the Alumni Mail Room, was given cheerfully.

7. It happened that the office manager was experienced with handling large mailings, which at best are disruptive. At worst, it could have been chaos without her knowledge. Any future campaign would be well-advised to have an employe who knows postal regulations and requirements.

That great teacher, "Prof. Hindsight," suggests these shortcomings and areas for improvement in the job we did on publications:

1. Coordination would have improved the project brochures, possibly by design, type or color. I realize each piece has its own individual requirements, but this can be accommodated within a basic format. As it is, the 150th's brochures appear totally unrelated to each other.

2. More attention to ease of reading in the brochures, with larger type and more white space. I have to squint at some of these materials and most of our large donors are elderly. (One example in which this was handled well was "The University Is A Universe.")

3. The entire Fine Arts Pavilion project was hampered PR-wise by lack of concrete information. With no structural working relationship between the museum and the Department of Fine Arts, it was difficult to explain the Pavilion in terms of an educational program; and with no architectural drawings it was difficult to create a visual image for donors.

4. A trained, knowledgeable (facts about I.U., its people and how it functions) and mature P.R. staff member should be assigned for the entire campaign period. During the campaign this position was changed many times, in fact six different persons were assigned this responsibility, some serving only a few months. Of the six only two were experienced, mature and knowledgeable P.R. individuals.

COMPLAINT DEPARTMENT

1. Next time, let's make speed of production the first consideration in selecting a printer to do the newsletter to campaign volunteers. It does little good to time the mailing pieces and then have them delayed in a printing shop, where each deadline is missed. Using a local printer would eliminate at least the waits for mail delivery of copy and proofs.

2. Getting accurate computerized address lists quickly was sometimes a problem for mailings. (Perhaps technology will have solved this for the next big campaign.)

FOLLOW-UP ON THE 150th

To keep volunteers and donors interested, there should be a special mailing list and attention given to sending them information about the progress of the projects. For instance, they should know what takes place at the Musical Arts Center; when ground is broken for the Fine Arts Pavilion, they should be personally notified. They should be informed when endowed chairs are filled and when scholarships are awarded. Perhaps someone could conceive an annual "development" publication, showing progress in scholarships and professorships as well as construction progress and continuing needs.

THE NEXT CAMPAIGN

The 150th Birthday Fund's long-range legacy to the University is the establishment of a more personal relationship with its friends and a demonstration of the important part private support can play in its pursuit of excellence.

The greatest inspiration to the whole effort has been in the awesome dedication and reputation of Chancellor Herman B Wells. It is important for I.U. to realize that next time there may not be a Wells mystique to convey to the public. The institution must pay attention to developing its appeal from its own strength rather than from the charismatic character of a man that personifies it. The Foundation can be the leader in carrying this forward.

ALUMNI CAMPAIGN STATE OF INDIANA



REPORT
150th BIRTHDAY FUND
STATE OF INDIANA
ALUMNI CAMPAIGN

June 15, 1971

Robert J. Stebbins



PREFACE

The Alumni Division mass type gift campaign is usually the area of fund drive which is conducted last in most capital fund campaigns. Usually, this kind of solicitation consumes too much time, energy and money for professional fund raising authorities to recommend and justify doing in their paid council to colleges or universities. Indiana University, since its inception over one hundred and fifty years ago, has always had great personal pride in its product, and has given much of its attention and resources to its graduates and former students. Because of the University's superb historical relationship with its alumni, it was only natural that Indiana University would have as its goal the personal solicitation of every graduate.

Indiana University has been cited many times for outstanding Alumni Association and Foundation activities, and is considered a leader of the nation in this area. When the Sesquicentennial Fund Campaign started, not many large universities in America had attempted capital fund campaigns. Those who had planned a capital fund with mass alumni giving goals did not complete the assigned task or actually get their campaign started. Most large universities' campaigns would have been successful in their dollar goals; however, very few have had the number of alumni gifts to a campaign equal to Indiana University's.

Not enough praise can be given to the volunteer leadership. The National Chairman, Mr. J. Howard Alltop and his wife, gave unselfishly of their time, energies and interest to make the alumni campaign successful. Mr. Alltop had one hundred percent attendance at meetings, and total involvement in the recruiting and providing leadership for the volunteers in the two years of the subscription effort. His efforts in the ten areas, and the seventy-two county chairmen who had tremendous dedication and enthusiasm

for their task, should forever be recorded in the history of Indiana University.

A successful campaign cannot ever be successful without a campaign staff who have unlimited experience, enthusiasm, dedication and energy. Special recognition should be given to Mr. William Melvin and Mr. Herbert Schutte of Ketchum, Incorporated, and to the interim, part and full time staff who worked on the alumni campaign:

Richard Bishop

Thomas Erickson

Russ Hartley

Stephen Ingle

W. David Martin

Robert Moynihan

Thomas Otto

Mike Riley

William Shackelford

Leo Shumaker

William Warmus

Alan Warne

Claude Warren, Jr.

Mrs. Christine Chapman

Mrs. Wanda Duffin

Mrs. Christine Grant

Miss Charlotte Headlee

Miss Bonnie Hearth

Mrs. Connie Johnson

Mrs. Graciela Keane

Mrs. Sally Maxwell

R. J. S.

THE ALUMNI PLAN

In order to raise the sum needed for the 150th Birthday Fund, organized campaigns with personal solicitation will be conducted on an area-wide basis in Indiana and in selected metropolitan centers in other states. Primary consideration will be given to all areas where concentration of alumni is the greatest.

The over-all campaign will be headed by Mr. Byron K. Elliott, General Chairman. He will be assisted by the campaign cabinet, including the following Division Chairmen: Campus Family, Primary Gifts, Major Gifts, Special Gifts, Community Gifts and Alumni Gifts.

The campaign office and staff will be located in Bloomington and will coordinate all campaign activities with those of the Alumni office and the I. U. Foundation. All staff members will participate in campaign efforts.

Approximately 25 areas have been selected for intensive solicitation because they contain the greatest concentration of alumni and former students. Every effort will be made to enlist the workers needed and to distribute assignments for personal solicitation of those within these areas, giving primary attention to holders of degrees and non-graduate contributors to the Annual Fund. Varsity Club supporters will be asked to designate their gifts over and above their present level of giving. All known Alumni not contacted personally will be given the opportunity to contribute by a mail appeal.

ALUMNI CAMPAIGN LEADERSHIP

The Alumni Gifts Division of the 150th Birthday Fund will be conducted under the leadership of Mr. J. Howard Alltop, Sr., Indianapolis. He will enlist an Area Chairman following information meetings with Alumni Club officers, Varsity Club leaders and other committed Alumni in each area.

v

The Area Chairman selected will form a Steering Committee, enlist a campaign organization and direct the solicitation of both alumni prospects and friends and businesses which can be listed as prospects. He will serve as liaison officer between his area and campaign headquarters.

The degree of success in achieving the quotas to be assigned to each area will depend upon the caliber of the Area Chairman, his ability to enlist capable co-workers and their dedicated effort. Adherence to the schedule of events and the general promotion of the Area campaign are in the hands of the Area Chairman. However, he can expect and depend upon the personal cooperation of all campaign leaders, beginning with Mr. Alltop, the handling of details by the campaign staff, and needed assistance from the staffs of the Alumni Office and the Foundation.

THE STEERING COMMITTEE

The Area Chairman will review the Campaign Plan with staff representatives shortly after his appointment. In order to implement this plan, the Area Chairman will enlist a Steering Committee. There is no Fixed Limitation on the size of this group, but it is suggested that between 8 and 15 members makes for a more efficient operation.

The Steering Committee should include Alumni from the various schools (Law, Arts and Sciences, Medicine, etc.). In addition to the ones who "always work", effort should be made to enlist new recruits as well, and to have representatives from all sections of the area. Members should be selected on the basis of their stature in the community, loyalty to I.U., dependability, and ability to work and give.

The Steering Committee under the leadership of the Area Chairman will plan and schedule the various functions necessary to conduct the campaign in its area effectively. The major items are:

1. Cultivation meetings to reach the prospects.

2. Evaluation process to classify prospects.
3. Campaign organization of sufficient size to afford face-to-face solicitation
4. Publicity coverage
5. Orientation and kick-off meeting for workers
6. Progress reporting and transmittal of results to headquarters.

THE CAMPAIGN COMMITTEE

All solicitors for the 150th Birthday Fund will be members of the Area Campaign Committee. They will be enlisted to fill responsibilities within each area organization as Division or District Chairmen, Majors, Captains and Team Members according to the number of prospects and the suggested ratio of workers needed (1 to 5).

Generally speaking, most alumni areas will follow the divisional guidelines established for the general campaign; that is Primary Gifts Division (\$100,000+), Major Gifts (\$25,000+), Special Gifts (\$10,000+) and 150th Birthday Shares. In a few instances the Area Alumni program will include families and friends of students or alumni, and business and industry concerned about the improvements and projects designed to better the service of Indiana University.

Full details for organization and responsibilities will be developed within each area.

THE PROSPECTS

By a recent count, Indiana University has more than 180,000 known former students. The totals are 92,414 degree holders and 92,180 non-graduates. Through the generous gifts, bequests and grants of a segment of the Alumni, I.U. has had its income supplemented increasingly each year to help her reach the eminent position in higher education she now occupies. The past giving of Alumni has been an inspiration to alumni bodies of other schools throughout the nation. In fact, the American Alumni Council has recognized this by presenting Indiana University with its

Grant Award for "sustained performance in Alumni support". This has been achieved with support from a number of those who have received all or a portion of their higher education from this institution.

The 150th Birthday Fund will be a challenge to all Alumni, and particularly those in the areas where face-to-face solicitation will be conducted. Evaluation meetings held by the Area Steering Committee should produce a number of prospects whose abilities to give is far greater than would be determined by a general appeal for Birthday Share Gifts. When the evaluation has been completed for the area, representatives from the Alumni Office and Campaign Office will meet with Area Campaign Committee to arrange for the best possible assignment of prospects.

With the exception of Board Members, all gifts received in an area will be credited to that Alumni area's quota.

Each Alumnus can be a messenger to publicize and urge support of the 150th Birthday Fund program.

SCALE OF GIVING

In all fund raising efforts the basic question confronting both workers and prospects is "How much should I give?" Certainly if one wrestles with this question in determining the answer, the expectation is he will make a generous and responsible pledge. In no instance will anyone be told how large an investment to make, but each prospect will be urged to consider his ability to give in relation to others and the satisfaction of being a substantial part of the 150th Birthday celebration of Indiana University.

Each prospect will be asked to make a three year pledge and divide the gift into monthly, semi-annual or annual payments which will enable him to contribute more than would be possible in one lump sum. This will also enable the giver to spread his gift over four tax years.

The Honor Roll of the Birthday Fund will list holders of the following shares:

Primary Gift Share-----	\$100,000. or more
Major Gift Share-----	\$ 25,000. or more
Achievement Share-----	\$ 3,600. or more
Patrons Share-----	\$ 2,400. or more
Progress Share-----	\$ 1,200. or more
Sustaining Share-----	\$ 360. or more

All who invest by subscribing for one of the above shares will become members of the 150th Birthday Club and will receive a membership certificate, listing on the Donors' Plaque, and other recognition.

Begin now to determine the amount of your pledge and when called upon you will be ready to qualify for the Certificate representing your commitment in this commemorative effort. Your name will be listed on the Sesquicentennial Honor Roll which will be displayed in a significant place on the campus.

TAX ADVANTAGES

Philanthropy is encouraged by both Federal and Indiana governments in awareness that tax money cannot meet all needs and there is a definite place for personal and private endeavor. Gifts to the I. U. Foundation are deductible for Federal Income Tax purposes, as provided by law. Indiana tax payers wishing to claim tax credit should make contributions payable to the order of Indiana University but send check or remittance to Indiana University Foundation. The present federal surtax invites additional study to determine the advantage of one's generosity. A special folder is available which describes the relativity of contributions and taxable income.

TIMETABLE OF EVENTS

To conduct successfully a campaign of the magnitude of the 150th Birthday Fund, requires careful planning and scheduling of the required meetings and procedures. To be mindful of the important items requiring

attention in each area, the following timetable will serve as a guide:

<u>Requirement</u>	<u>(days)</u>	<u>Date Completed</u>
Initial Planning Meeting	(-60)	_____
Chairman Appointed	(-50)	_____
Steering Committee Meeting	(-40)	_____
Evaluation Meetings	(-35)	_____
Announcement Publicity	(-35)	_____
Cultivation Meetings	(-30)	_____
Organization Enlistment:		
Majors and Captains	(-30)	_____
Team Members	(-15)	_____
Prospect Mailing	(-10)	_____
KICK-OFF MEETING	(0)	_____
Progress Report Meeting #1	(+14)	_____
Progress Report Meeting #2	(+28)	_____
Progress Report Meeting #3	(+42)	_____
"Clean-Up" - Final Report	(+50)	_____

The Area Chairmen, Steering Committee and Staff members will plan the schedules in accordance with over-all campaign schedules and with consideration of local events. Once established, the Area Chairman should meet the deadlines required.

150th HEADQUARTERS PROCEDURE FOR
WORKER ENLISTMENT AND ALUMNI RECORDS

The "Blue" Worker Enlistment forms are used to record who is working on the 150th Birthday Fund Program. Leave several copies with the various 150th Birthday Fund leaders as they are enlisted. Usually upon return to the Headquarters Office a letter is written to the Fund leader or worker explaining the use of the form, its importance, and request for prompt return of it to the Campaign Headquarters. (*Note-Give each leader several forms so partial enlistments can be reported and stressed).

Each Headquarters Alumni Division Associate should have a personnel worker file organized according to the organizational structure needs for each county by section and team. This file in a book form is built from the worker enlistment form. (*Note-Thank you letters for serving on the 150th Fund are sent from President Sutton to County Chairmen. Division leaders, captains, and workers will receive a letter from the Campaign Director General Joseph Butcher. The worker enlistment forms are used for this purpose).

The Headquarters Office (Alumni records area) will have a Master Alumni Worker file. There is an alphabetical file and a divisional file organized by state, county, section, etc. Color cards can be used to indicate the various organizational division; such as -- red for county chairmen, blue for section leaders, white for majors, green for captains, etc. Each card should have the following accomplished on it:

1. Leaders and workers name typed in address style with home, business addresses, phone numbers, and business title. If this information is not on the "blue" enlistment form, it should be researched for this important card file.

2. The area, county, division section team information should be on each card. The original typed card is in the alphabetical file; the copy in the division file.

3. Accuracy cannot be stressed enough. All mailings, personal letters, etc. will be addressed from these cards. The file also will be used as the base file which is logged into the Alumni Office IBM record so addressing and lists can be accomplished automatically. These names need to be maintained for future I.U. campaigns after the 150th Campaign is over.

HOW TO SELECT LEADERS AND WORKERS

Each position in the Alumni Campaign organization has to be studied by the field staff associate to obtain knowledge of the job description and qualifications. Past Alumni Club Presidents, Varsity Club leaders, Alumni Constituent Society officers, Donor lists, Little 500 leaders, past members of University boards, are all possibilities for leadership posts. University leaders and alumni who have close and personal knowledge of the University should be consulted on prospects and suggestions.

Each field staff associate should have a list of prospective workers and leaders before he organizes a division, area, or committee. This list should be typed or printed in enough copies for the people to use as they take names. The list is obtained by using the master giving history and alumni record IBM list on each area and by taking off the list the potential leaders and workers.

The Headquarters Office will have available 4 IBM printouts for use. This printout will be used by the following people for each county:

1. Headquarters Office
2. Headquarters Staff Associate
3. Area Chairman
4. County Chairman

In larger cities, three extra copies can be requested for use by:

1. Business and Friends Chairman
2. Special Gift Chairman
3. Birthday Shares Chairman

The Headquarters Office will have available for use three heat transfer lists. They will be for each county and used as follows:

1. To print Headquarters "white" master alumni record cards.
2. To print for only major cities and counties the "yellow" worker enlistment card which is used by section, major captain and workers for enlistments of workers or for local area files.
3. To print on 150th Birthday Fund envelopes (#10) 150th mailings which go to all alumni, former students, and no record friends of I.U. This mailing is an informational direct mail package and is from the National Campaign Chairman. It is mailed to home address approximately the time of each area's steering committee organizational meeting.
4. It is strongly recommended that leaders and workers recruited for various divisions are individuals "whose ability to give classification" would be in the same division where recruited.

ENLISTMENT OF MAJORS, CAPTAINS, AND WORKERS

Each level of the 150th Division and section organization shall have a briefing as to:

- A. Their job requirements
- B. Type of person to enlist on their team and their job responsibilities
- C. Explain the leadership kit and materials enclosed

The Headquarters Staff Associate is a vital link here in making sure he talks to every section leader so the leader will not just place a name on the enlistment form, but to obtain the right man for the right job on his team. Every name on the list should have been asked to work and he should have agreed to his assignment before anything is final.

If a number of team majors, captains are recruiting men at the same time for their sections or teams, each one of these people should have previously picked his recruitment assignment. Lack of control in this will cause leaders to enroll team members whom others have recruited. If this happens, it will confuse and destroy confidence in the entire operation. There has been two recommended ways to handle this:

A. A person enlisting workers takes the yellow worker enlistment card of a prospective worker and keeps it. He takes seven cards returning the yellow cards of those who said NO or he did not call. A staff associate Prospect Selection Record filled out by the leader listing the yellow cards in his possession. Yellow cards remaining are available for the next level of worker recruitment.

B. Each person enlisting a worker takes seven names off the IBM listing which the county chairman or division chairman has. The master IBM list is labeled appropriately in the margin who has the name for the recruitment. A staff associate Prospect Selection Record Form must be filled out by the leader listing the names he takes from the IBM listing. Each person enlisting workers should inform the county chairman or division chairman of NO responses and releases the other name so the names can be used for future enlistments.

A controlled system for enlistments helps insure the most prime people are enlisted for section leaders, majors, captains, and workers. Always keep a few good people in reserve to suggest to a captain or leader that got a late start or are having difficulties.

We must strive for 100% attendance at leadership instruction or major and captain meetings. A controlled enlistment of workers gives a latecomer to the instruction meeting, or a person opportunity to recruit his needed team members.

If a county doesn't have sufficient prospects to justify a complete organization, it will have just one section. One of the majors or captains will be assigned the responsibility for his team to take the Special Gift cards and another to take the business cards.

In counties in which there is a community regional campus drive, the organization will only have two sections - Birthday Shares and Special Gifts. The Business cards will be handled in most cases by the community campaign organization.

The organizational plan is built on the proven concept to make possible the best results from a limited amount of time of a volunteer. No one has to obtain more than 4 workers and has more than 5 cards to solicit. Any additional people to recruit over 4 or any more than 5 cards to solicit will only result in 1) less effectiveness of the volunteer, 2) less money received per person, 3) make it harder to get results and to complete the campaign in the area time frame requirements.

(Note - the organization structure is the plan to institute. NO changes are made to this concept unless approved by the Campaign Headquarters.)



Indiana University Foundation
150th BIRTHDAY FUND
for Indiana University

1970

MEMO

Seventh Floor • Tower • Indiana Memorial Union • Bloomington, Indiana 47401 • 812-337-8933

To: General J. O. Butcher

Date: June 15, 1971

From: Robert J. Stebbins

Subject: Report - Historical Summary
"Instate" Alumni Campaign

Alumni Division Progress - January 1 - March 31, 1971

HISTORY

The Alumni Division started its efforts in November, 1968 with alumnus Mr. J. Howard Alltop assuming the National Directorship. Shortly thereafter Mr. William Melvin of Ketchum and Company was appointed Division Coordinator. Mr. Melvin, because of illness, had to relinquish his duties the last of November. Mr. Herbert Schutte of Ketchum and Company replaced him as the Division Coordinator the first of December, 1968.

The goals of the state, mass-alumni campaign were to try and personally contact all Indiana University graduates and former contributors to the Indiana University Foundation. These groups of people would be the prospects, from which all names who were potential contributors of \$25,000 or more would be removed and handled by other 150th Campaign divisions. The alumni campaign plan was designed to personally contact prospects (38,248) in the state, requiring approximately 8,520 volunteers.

The solicitation time schedule for the Alumni Division at that time was to complete the campaign in the state of Indiana by the end of 1969. This proposal was outlined in the Alumni Plan.⁽¹⁾ The state of Indiana was divided into ten geographical areas composed of several counties.⁽²⁾ The alumni campaigns were to be conducted in the following areas before the summer of 1969: Area 10-Evansville; Area 8-Terre Haute; Area 5-Lafayette-Kokomo; Area 4-Anderson-Muncie; Area 1-Fort Wayne. Campaigns to be started and conducted in the fall were: Area 3-Gary-Hammond; Area 3-South Bend-Elkhart; Area 9-New Albany; Area 6-Indianapolis.

The Alumni Division for out of state was to be conducted in 1970.

On the first of February, 1970, Robert J. Stebbins, Associate I.U. Alumni Secretary, joined the 150th Birthday Fund staff. Shortly thereafter Mr. Thomas Erickson, 1966 graduate, joined the headquarters staff.

(1) Alumni Plan

(2) State, County Breakdown

Report - Historical Summary
June 15, 1971

The fund raising professionals and the University did not fully appreciate the magnitude of this Division's task to meet the goals established both as to time limit and the sheer numbers of persons involved. The campaign started out with only a Ketchum professional and one field staff member, and one secretary, Mrs. Connie Johnson. They were to create an alumni organization to solicit 38,248 alumni. This organization was to evaluate all the prospective alumni, recruit, train, and supply with material 8,520 alumni volunteers. The solicitation of the 92 Indiana Counties was to be completed by the end of the year, 1970.

Mr. Herbert Schutte, Ketchum Associate, started the organizational volunteer work in Area Ten, nine counties, on December 11, 1968, and Area Four, twelve counties, on February 27, 1969. The first Kick-Off Meeting was held in Evansville at the McCarty Hotel with Chancellor Wells, Byron K. Elliott, J. Howard Alltop, and General Butcher as the keynoters to the volunteers and guests of the University sponsored banquet. The reception dinner was termed a success.

By the end of February it was realized the campaign was not keeping on the yearly schedule. A shortage of qualified staff personnel and secretarial staff required a revision of staff assignments by the middle of March, 1969. Mr. Stebbins was to organize the State Alumni Steering Committees, obtaining the county and area chairmen and working with these groups until the steering committee meeting. Mr. Herbert Schutte would move into the area after the Steering Committee Meeting to organize each of the counties for the enlistment, cultivation and Kick-Off stages of the area time schedule. Mr. Tom Erickson was to finalize the area campaigning, working on the report meetings and cleanup phase. The time schedule for each of the ten areas and counties therein was a total of 110 days from start to completion.⁽³⁾

The original area timetable as recommended by the professionals had to be modified, to more realistically meet the volunteers and staff work load capacities. Area Four and Area One approached Kick-Off time without completing enlistment of workers, instruction of workers, or pledge card distribution. Several meetings were required after Kick-Off time to complete enlistment of workers, instruction of workers and pledge card distribution. The area time schedule was changed to a total of 214 days from the start to cleanup.⁽⁴⁾ Even this revised schedule was difficult to keep.

Dates the ten area chairmen and ninety-five county chairmen were recruited with steering committee meetings held in each area:

Area 10	Evansville	December 11, 1968
Area 4	New Castle	February 27, 1969
Area 1	Fort Wayne	March 19, 1969
Area 8	Terre Haute	April 29, 1969
Area 3	Gary	April 30, 1969
Area 5	Kokomo	June 27, 1969
Area 2	Elkhart	July 17, 1969
Area 7	Bloomington	July 21, 1969
Area 9	New Albany	September 9, 1969
Area 6	Indianapolis	November 3, 1969

(3) Area 110 day solicitation time schedule

(4) Area 214 day solicitation time schedule

Report - Historical Summary
June 15, 1971

Dates of the area Kick-Off Meetings:

Area 10	Evansville	February 11, 1969
Area 4	New Castle	April 9, 1969
Area 1	Fort Wayne	May 6, 1969
Area 8	Terre Haute	June 19, 1969
Area 3	Gary	June 26, 1969
Area 2	Elkhart	October 14, 1969
Area 7	Bloomington	October 27, 1969
Area 5	Kokomo	November 6, 1969
Area 9	New Albany	December 10, 1969
Area 6	Indianapolis	May 11-12, 1970

From March to July, 1969, was a very trying time for this division. By summer, most county chairmen and area leaders were recruited with committee chairmen appointed to solicit evaluated cards by groups: Special Gifts (\$1,200 to \$10,000); Birthday Shares (\$.00 to \$1,200) and Business and Friends. It was the campaign plan to have Major Gifts Committees solicited in Area Ten and Area Four (\$10,000 to \$100,000) by this division. However, this was changed in May to be contacted as another Division of the campaign and prospects for this new division changed from \$10,000 to \$5,000 evaluations. This change caused confusion in card assignment and campaign direction.

Lack of staff manpower was temporarily relieved by the I.U. Alumni Association staff and I.U. Foundation staff in June and July, 1969. Four members of the Alumni Office Staff and two members of the I.U. Foundation helped Mr. Schutte in Area Four by each taking a county to enlist, cultivate, orientate, evaluate and instruct the volunteers. They were: Alumni Office--Dick Bishop, Russ Hartley, Bill Rinne and Don Luft. I.U. Foundation--Tom Cosgrove and Curt Simic.

By the end of July, additional staff had been hired, having a person in all ten areas except Indianapolis, which was to be the last area of 1969 solicitation. These assignments were: Mike Riley, 1965, Area One; Bill Warmus, 1964, Area Three; Tom Erickson, 1966, Area Ten and Area Eight; Steve Ingle, 1967, Area Seven; Dave Martin, 1963, Area Nine and Area Four.

In 1969 the problem of getting the enlistments accomplished before Kick-Off time with the new time schedule was always a major concern. However, this problem was even magnified because of University student demonstrations over fee increases, Vietnam war, open visitation and economic recession. These student actions, which were a great state issue, caused alumni to rebel against working for and supporting the University. Shortage of headquarters staff for field work also caused enlistment problems. Cleanup of Area Ten, the test area, was not going as fast as it should. Cards were not given out by volunteers. The cards that were out had to be researched to find out where they were. Area Ten was the first and a test area, but this was a truth of most areas. County solicitation, which started at the end of the 1969 year, made improvement on this problem, because of more experience of field staff. Even though staff shortage, student demonstrations, and economic climate were handicapping the program, progress was being made and subscriptions were being received.

In July, 1969, when the staff had gained expert experience and knowledge of their areas and fund raising, this division started losing people. The Alumni Office and I.U. Foundation staff returned to their original assignments. Mike Riley was lost to a law position in Lafayette. The closing of the Ketchum and Company headquarters contract meant the loss of Herb Schutte. Tom Erickson took a top job with industry. Thus, only four persons remained of the original thirteen persons involved to work the ten state areas' 92 counties.

In September the basic Alumni Division plan was changed.⁽⁵⁾ The major change of direction was to stretch the campaign in the state of Indiana through 1969-1970 and to have the out of state campaign in 1971. To obtain new staff and give them two areas each, instead of one, was also a change.

By the first of September, the staff was regrouped with new full-time people. They were Russell Hartley, graduate of 1962 and 1967; Dick Bishop, graduate of 1961; Tom Otto, graduate of 1965; and Bill Shackelford, graduate of 1969. This brought the staff to eight persons and four secretaries.

Every county under solicitation held a basic number of seven volunteer meetings. Many other meetings were required in each county to get things moving. By the end of 1969 a minimum of 600 meetings were arranged with five or more persons in attendance. By the end of 1969, \$586,255.04 was subscribed with \$479,175.00 raised in the last six months of the year.

In trying to obtain a basis for comparison, an attempt was made December, 1969, to use facts which have been I.U. performance efforts to date, not those of other schools, National Norms, etc. It was found in comparing Areas One, Four, and Ten that I.U. could expect:

- 1) To get half of the prospect cards back which are out to volunteers.
- 2) Of the cards returned to headquarters by volunteers and staff 30% will be a "yes" card with a subscription.
- 3) The average giving of the "yes" cards would be \$300.00.
- 4) The total of the "yes" cards into the areas' evaluation is equal to about 4% of the total evaluation. This could be the goal and what to expect.

The above standard proved to be quite valid and the campaign's final returns of March 31, 1971, in most all of the ten areas, obtain this percent or better it.

The Indianapolis Area Six solicitation was to be near the end of the 1969 year. This large alumni prospects campaign was to complement the time schedule of the Indiana-Purdue Research Center Campaign in Indianapolis for \$6 million. The IU-PU Campaign was scheduled to Kick-off in September, 1969 with their mass gift solicitation being in April, 1970, thus the alumni Kick-off scheduled for May, 1970. The IU-PU Campaign never met its time schedule, therefore the Indianapolis mass effort preceeded IU-PU.

The 150th headquarters office did not have sufficient staff personnel to organize the Indianapolis drive. William Melvin of Ketchum and Company was obtained in October, 1969 to head this effort, with part of his available time to

(5) August 20, 1969 Memo

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work on two divisions of the IU-PU Research Center Campaign. Both campaigns shared the same office facilities.

Indianapolis, or Marion County, was divided into four zones: northeast, northwest, east and south. Postal zip codes were used for each section. The campaign had a county chairman, with four vice-chairmen, who had zip code chairmen. It was to be a neighborhood solicitation. All Indianapolis Law School and nurses prospects were to be a separate drive within the four areas, conforming to the 150th solicitation's time schedule, and was conducted by the I.U. Foundation as part of their annual giving program for constituent groups. A Million Dollar Cabinet was formed to contact Major Gift prospects.

The Indianapolis Area Campaign consumed most of the Alumni Division's attention during the spring and summer of 1970. The 150th Fund field staff of 4 persons was assigned in February full time to one of the four districts. This was at the beginning of the captain level of instruction and recruitment meetings in the time schedule. The composite report on the Indianapolis area solicitation has been submitted in the William Melvin Ketchum Report, thus the details are not included here.

During the year of 1970, a total of \$1,682,913.96 was subscribed. This excellent dollar subscription effort is a result of the organization's efforts and 150th publicity started in 1969, and the major gifts solicitation plans started in February, 1970.

In my estimation the State of Indiana Campaign was a success, with over \$2 million being raised. This \$2 million was an unofficial goal of this division. More money could have been raised, however, everyone did the best they could at the time of the drive. There is no doubt the recession, student demonstrations, open visitation, first time capital solicitation for a tax supported school and conflicts between the continued annual giving campaign and the 150th giving campaign had great effect on this mass, small gift level of contributor and volunteer interest.

NUMBER OF VOLUNTEERS ENLISTED

For State Of Indiana

Alumni Division

Area One	405
Area Two	302
Area Three	407
Area Four	373
Area Five	296
Area Six	830
Area Seven	396
Area Eight	157
Area Nine	138
Area Ten	338
Major Gifts in All Areas	87

Total 3,729

ALUMNI DIVISION TALLY SHEET

As of March 31, 1971

Last Report: December 8, 1971

Division Solicitation close date: March 31, 1971

AREA	TOTAL PROSPECTS EVALUATED	TOTAL PROSPECTS ASSIGNED	TOTAL CARDS RETURNED YES PLUS NO	FINAL TOTALS
1 - Fort Wayne	3,905	2,236	439 + 581 = 1020	\$ 118,062.71
** 2 - South Bend	3,590	1,678	333 + 454 = 787	\$ 69,786.00
** 3 - Gary	6,172	3,846	427 + 1411 = 1838	\$ 214,299.14
4 - New Castle	3,621	3,178	389 + 921 = 1310	\$ 104,994.58
19 ** 5 - Kokomo	3,251	1,640	277 + 305 = 582	\$ 66,791.75
6 - Indianapolis and Surrounding Counties	8,301	3,782	1109 + 681 = 1790	\$ 816,908.48 *
** 7 - Bloomington	4,821	2,237	744 + 962 = 1706	\$ 545,805.45 *
** 8 - Terre Haute	1,902	936	116 + 263 = 379	\$ 38,995.00
9 - New Albany	1,341	734	237 + 228 = 465	\$ 35,409.31
** 10 - Evansville	2,412	2,140	407 + 744 = 1151	\$ 120,519.91
** Out - of - State	1,163 (Cinn.)			\$ 57,636.72
Totals	40,479	22,407	4478 + 6550 = 11,028	\$ 2,189,209.05

* Gifts solicited or officially credited in Alumni Division during state alumni campaign, but for final assignment were credited to other campaign divisions (ie. Alumni Trustee, Campus Boards, Primary, Faculty) Area 6-\$278,275 - -Area 7-\$21,000

** Areas which did not conduct a solicitation of assigned prospects cards with evaluation below \$1,200.

RJS:cmj

SUMMARY OF CAMPAIGN RESULTS

Volunteers Enlisted	3,729
Number of Prospects	50,671
Prospect Evaluated	40,479
Prospects Assigned	22,407
Prospects Solicitation Completed.	11,028
Prospects Subscribed.	4,478
Prospects Unfavorable	6,550
Evaluated Prospect Assigned to Volunteers	55%
Prospects Assigned Contacted with a response.	49%
Prospects Assigned made unfavorable response.	59%
Prospects Assigned made favorable response.	46%
Average Gift of favorable prospects\$488.00

Indiana University Foundation 150th Birthday Fund Campaign
Alumni Division
State of Indiana Chairmen

AREA 1 - Robert Gates
Columbia City

Adams-Decatur
Allen-Fort Wayne
DeKalb-Auburn
Huntington-Huntington
Jay-Portland
Noble-Albion
Steuben-Angola
Wabash-Wabash
Wells-Bluffton
Whitley-Columbia City

AREA 3 - Robert Lucas
Gary

Jasper-Rensselaer
Lake-Crown Point
Newton-Kentland
Porter-Valparaiso
Pulaski-Winamac

AREA 2

Elkhart-Goshen
Fulton-Rochester
Kosciusko-Warsaw
LaGrange-LaGrange
LaPorte-LaPorte
Marshall-Plymouth
St. Joseph-South Bend
Starke-Knox

AREA 4 - Donald Danielson
New Castle

Blackford-Hartford City
Delaware-Muncie
Fayette-Connersville
Franklin-Brookville
Grant-Marion
Henry-New Castle
Madison-Anderson
Randolph-Winchester
Rush-Rushville
Union-Liberty
Wayne-Richmond
Decatur-Greensburg

AREA 5 - Robert Boyd
Kokomo

Benton-Fowler
Carroll-Delphi
Cass-Logansport
Clinton-Frankfort
Fountain-Covington
Howard-Kokomo
Miami-Peru
Montgomery-Crawfordsville
Tippecanoe-Lafayette
Tipton-Tipton
Warren-Williamsport
White-Monticello

AREA 6

Boone-Lebanon
Hamilton-Noblesville
Hancock-Greenfield
Hendricks-Danville
Johnson (part)-Franklin
Marion-Indianapolis
Morgan (part)-Martinsville
Shelby-Shelbyville

AREA 8 - William Bannon
Terre Haute

Clay-Brazil
Parke-Rockville
Putnam-Greencastle
Sullivan-Sullivan
Vermillion-Newport
Vigo-Terre Haute

AREA 9 - Tom McGrain
New Albany

Clark-Jeffersonville
Crawford-English
Floyd-New Albany
Harrison-Corydon
Perry-Cannelton
Scott-Scottsburg
Washington-Salem

AREA 10 - John Early
Evansville

Daviess-Washington
Dubois-Jasper
Gibson-Princeton
Knox-Vincennes
Pike-Petersburg
Posey-Mount Vernon
Spencer-Rockport
Vanderburgh-Evansville
Warrick-Boonville

AREA 7

Bartholomew-Columbus
Brown-Nashville
Greene-Bloomfield
Jackson-Brownstown
Jefferson-Madison
Jennings-Vernon
Johnson (part)-Franklin
Lawrence-Bedford
Martin-Shoals
Monroe-Bloomington
Morgan (part)-Martinsville
Orange-Paoli
Owen-Spencer

"In-State Major Gift Committees - Thoughts and Ideas About How to Organize"

1. The Area Chairman with the Campaign Headquarters Office appoint an area Major Gift Chairman - In-State, would be 10 area chairmen.
2. Responsibilities of Area Major Gift Chairmen:
 - A. Analyze basic Major Gift prospect list with Headquarters staff representatives and area alumni chairman.
 - B. Pick from the list Major Gift committee leaders to represent the towns in Alumni area based upon prospect in total alumni area.
 - C. Call meeting of committee to explain, reason for existence, purpose, their responsibilities.
 - D. Give each committee leader the cards for his area to find out and fill in biographical, financial, interest and logical contact for solicitation of prospect. Area committee leader fill out Headquarters yellow sheet he has prospects card on. He also will have a data information sheet (3 copies) which Headquarters, Area Major Gift Chairman and leader will keep current together, pertinent facts, conversations, opinions, on prospect. This will be a confidential file data sheet.
 - E. Arrange meeting with each area leader to assign card to logical contact solicitor. If other than committee leader, arrange meeting to make sure he knows the 150th Campaign material and has solicitation kit (Major Gift Solicitation Guide).
 - F. Makes sure contact solicitor and area leader visit prospect or work a cultivation program based upon pre-arranged plan for prospect.
 - G. Strive to get pledge filled out with satisfactory conclusion and turn back to Headquarters office.
 - H. Arrange meeting monthly or more often with complete committee with Headquarters office staff member to hear progress report and develop coordinated plan for prospects.
 - I. Establish an informal goal for committee to strive to obtain for the area.
 - J. To encourage new prospect names to be given to area chairmen and university. Area committee chairman to assign cards for committee leader to study, review, and classification.
 - K. Even though prospect card is reviewed as not in committee's assignment in dollar terms to make contact for successful conclusions.

Forms in Brochure

1. Confidential data sheet
2. Prospect card assignment form
3. Worker enlistment sheet

Major Gift Organizational workers information and organization guide

1. Area Chairman responsibilities
2. Purpose of guide
3. Index
4. Terminology
5. Forms
6. 150th Fund Campaign literature
7. Tax, wills, bequest information
8. University information
9. Memorial project information and procedure
10. Correspondence
11. Area Alumni Division section
12. Major Gift-Indiana University Foundation material
13. Publication, bulletins, memo
14. Reports

Major Gift Conference-Workshop

Topics

- A. What is the I.U. Foundation?
- B. Briefing on wills, bequests, tax, stocks
- C. Briefing on 150th projects, talks by key campus leaders
- D. Major Gift purpose, organization, guide book
- E. Set tentative State goal

Major Gift Committee make-up

Men of substance, status, money, willing to work for I.U. - permanent committee to handle their area.

Bob Stebbins

FUTURE CAMPAIGN RECOMMENDATIONS

- 1) Have a professional company which understands the size and magnitude of the campaign goal for this division. The professional company should have all local evaluations finished before the campaign starts. The work of headquarters staff can then be on known prospects and a solicitation program based upon correct numbers. Staff and schedule then could be based upon these solid plans.
- 2) Greater care and attention be given to providing staff. Inexperienced and insufficient staff, with learning through "on the job" training, made for lesser results. Staff should be assembled before the campaign, not after an area solicitation has started. A staff man should stay with his area working with volunteer leaders until the area has completed solicitation. Most areas in this drive had 2 or 3 staff changes, thus time loss in solicitation because the staff and volunteers were trying to get to know each other and to understand area problems, instead of completion of their area solicitation.
- 3) Executive Council administrative decision on basic campaign plans should not be changed once a Division has started. Changing of time schedule and technique is fine, but not rearranging a division, or classification within divisions. Division solicitation should start and finish in proper order. Primary, Foundation, Corporation, Major Gifts, community drives, should start before mass. The big problem we had was these divisions had started and were too close before mass. However, after mass solicitation had started, some of these divisions were not done or near done. Thus, the cart before the horse.
- 4) Have all campaign materials and campaign goal objectives defined before the campaign begins. Brochures, packets, etc. were not ready until after solicitation started, several tools not completed until end of drive.
- 5) A full-time university staff person highly experienced in solicitation should be given responsibilities for each of the campaign divisions, i.e. primary, corporations, foundations, major gifts, mass, etc. He should be hired one year before kick-off time of his division to work with professionals on preparation. When the proper time comes for his division kick-off he should stay with division until completion. He should have sufficient staff and secretaries to work with all the volunteers, leaders and workers.

REGIONAL CAMPUS CAMPAIGNS





Indiana University has a deeply felt commitment to the establishment of fine, full-range undergraduate programs on each of its five regional campuses. The total student body of these campuses number about 20,000, and by 1975 the total is expected to more than double: 50,000 students.

The size of this commitment demands the immediate attention of the University and the communities in which regional campuses are located—Fort Wayne, South Bend, Gary, Kokomo and New Albany.

The University has undertaken throughout the state a baccalaureate program under which students, by 1970, may earn bachelor degrees in thirty-one fields. The University offers eight associate degree programs in the state, and will be granting degrees on a corresponding schedule.

Each regional campus has an effective partnership with its community and is working closely with civic and business leaders in determining the needs of the region. These efforts have resulted in programs with broad meaning for the community which the regional campus serves.

As part of the 150th Birthday Fund, each regional campus is campaigning for capital improvement funds in its community, for development programs to be determined by

campus administrators and local community leaders. Each community is conducting a local fund-raising effort for funds to be used for the development of the local campus.

The estimated total of these several community University programs is \$3.5 million.

1. *Fort Wayne*
2. *Model of Southeast, New Albany*
3. *Kokomo*
4. *South Bend*
5. *Northwest, Gary*

Regional Campuses



When the 150th Campaign was organized it was planned that each Regional Campus would have a fund raising campaign for the needs of each campus. Efforts were made during the campaign period to organize such drives. However, only the Fort Wayne campus was able to put a fully active fund raising campaign together.

INTRODUCTION

A special appeal is being made to the Fort Wayne community to support development programs on the Indiana-Purdue Campus at Fort Wayne which cannot be satisfied by the tax mechanism of the State of Indiana. A detailed list of the proposed programs, showing costs and benefits to the community is included herein.

To meet these needs, a broad scale community fund-raising campaign is being planned. The campaign is sponsored by Indiana University Foundation, as part of the 150th Birthday Fund for Indiana University. Contributions will be deposited with and disbursed by Indiana-Purdue Foundation (or a similar acceptable vehicle, created specifically for this purpose) for the express benefit of Indiana-Purdue University at Fort Wayne.

Dr. Herman B Wells, chancellor and interim president, Indiana University, outlined this plan in broad general terms - explaining Purdue University's willingness to be included - to a group of Fort Wayne business and civic leaders on September 26, 1968. As a result of this meeting, a Steering Committee was formed to expedite Dr. Wells' proposal. Steering Committee members are listed on the following page:

Steering Committee

Indiana-Purdue Fort Wayne Campus

Development Program

Co-Chairmen

Lloyd E. Beatty, President, Lincoln National Bank & Trust Company
Richard G. Inskeep, Vice President, Fort Wayne Newspapers

Committee Members

Dr. Franklin A. Bryan, Fort Wayne Medical Society Educational Foundation, Inc.
David Cunningham, President, Tokheim Corporation
Russell M. Daane, President, Fort Wayne National Bank
Judge Jesse E. Eschbach, United States District Court Judge
Ora L. Giauque, Divisional Manager, Dana Corporation
Theodore F. Hagerman, President, Hagerman Construction Company
Gilmore S. Haynie, Livingston, Dildine, Haynie & Yoder, Attorneys
Walter E. Helmke, Helmke, Philips & Beams, Attorneys
J. Calvin Hill, Division Manager, Indiana & Michigan Electric Company
Alden L. Irscher, President, Irscher & Sons, Inc.
Alfred W. Kettler, Vice President, Indiana Construction Company
Robert M. Kopper, Executive Vice President, Indiana & Michigan Electric Co.
Clifton E. McCormick, President, General Telephone Company
Donnelly P. McDonald, President, Peoples Trust & Savings Company
Harold W. McMillen, Chairman of the Board, Central Soya Company
W. T. Plogsterth, Retired
Henry F. Rood, Chairman of the Board, Lincoln National Life Insurance Co.
Eugene F. Senseny, M.D.
Walter W. Walb, General Manager, American Hoist & Derrick Company
Thomas A. Watson, President, Lincoln National Life Insurance Company

Meeting of Steering Committee

Indiana-Purdue University, Fort Wayne

Thursday, November 7, 1968 - 4:00 P.M.

Dining Room - Lincoln National Bank & Trust Company

Co-Hosts: Richard G. Inskeep
Lloyd E. Beatty

A G E N D A

Fort Wayne's Opportunity	Mr. Beatty
Margin of Excellence	Dr. John J. Ryan, vice president I.U. Regional Campuses
Campaign Goal & Dates	Major General Joseph O. Butcher I.U. Foundation
Enlistment of General Chairman	*Howard S. Wilcox
Campaign Support	*Alden P. Chester
Action Required	Mr. Inskeep

- I. Approve Projects & Establish Goals
- II. Approve Dates
- III. Enlist Chairman
- IV. Pledge Support
- V. Approve Accounting Method

Adjourn

*Messrs. Wilcox and Chester are volunteer members of I.U.'s 150th
Birthday Fund National Campaign

Items for Consideration

Steering Committee Meeting, November 7, 1968

Item I - Approve Basic Policy of Projects to be Financed by This Campaign and Establish Dollar Goal.

There is outlined in the attached Exhibit A, a program proposing a "Margin for Excellence" at Indiana-Purdue University at Fort Wayne. This program cannot or will not be made available to our community as part of the tax support to either Indiana University or Purdue University, anytime in the foreseeable future.

The proposed program will require a community fund-raising campaign for a minimum of \$1,500,000.

Dr. John J. Ryan, vice president of Regional Campuses, Indiana University, will be present at the meeting to discuss the program in detail.

Item V - Approval of Procedures for Acceptance and Disbursement of Contributions.

Since this is to be a Fort Wayne community campaign - to benefit directly the Indiana-Purdue University Fort Wayne Campus, the committee should approve the vehicle to be used for receipt and disbursement of contributions. There is a possibility the Indiana-Purdue Foundation could be used for this purpose. The campaign office will prepare for the campaign chairman and his cabinet, suggested accounting procedures, etc. However, this Steering Committee needs to determine the entity to which they should direct their accounting. It is suggested the Steering Committee appoint a subcommittee to explore this matter further.

Additional Pertinent Information

Participation by Purdue University - Purdue is currently launching a national campaign as part of its Centennial Year celebration. Their campaign plan does not include community campaigns for Regional Campuses as does Indiana University's 150th Birthday Fund. For this reason, Purdue is leaving the sponsorship of the I. U. - Purdue Fort Wayne campaign to the Indiana University Foundation. Officials of both universities have agreed in principle to the Fort Wayne approach. Both local Deans support the campaign programs as being beneficial to the entire joint campus.

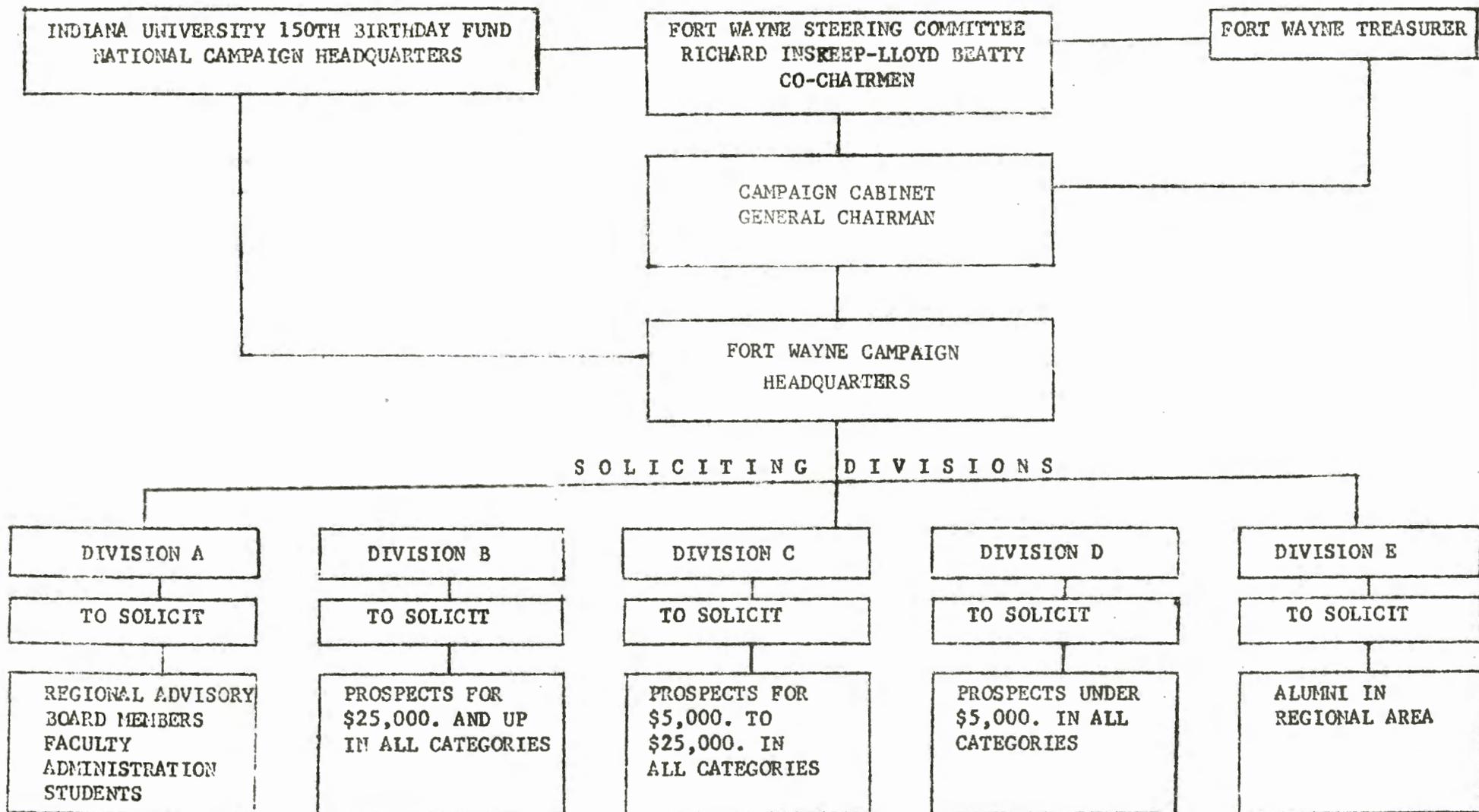
Alumni Solicitation - It is anticipated that both Purdue University and Indiana University will be contacting their respective Alumni, and special friends in the Fort Wayne area for contributions to

projects on their main campuses. The Indiana University Alumni office plans to campaign among its alumni in the Fort Wayne area during the last phases of our community campaign. The alumni will be given the opportunity of designating their contributions for either the local or main campus. Every effort will be made to eliminate duplicate contact of those who contributed to the local campus.

Purdue University has been invited to utilize this same approach and coordinate its alumni campaign with our community campaign. Persons having special interest, on either campus, may of course designate their contribution in accordance with their special interests.

Campaign Expenses - The campaign general expense, such as staff personnel, office expense, printed materials, etc., will be underwritten by the Indiana University Foundation.

INDIANA - PURDUE UNIVERSITY, FORT WAYNE



The table of organization for each Division Chairman will vary according to the number of prospects in each division. Also, a number of non-soliciting committees may be desirable.

MARGIN FOR EXCELLENCE IN FORT WAYNE

An Experience in Cooperative Education.

The Indiana-Purdue University Campus offers a unique opportunity to the people of Fort Wayne and the region. Unique, because here two national educational institutions are partners in the evolutionary development of higher education in Fort Wayne.

This joint venture provides students with a choice of participating, locally, in the degree programs of either of these institutions on a campus with facilities advanced beyond the capabilities of two separate undertakings.

A \$5.6 million structure, built jointly by the two institutions and dedicated in November 1964, provides 43 classrooms and 48 specialized laboratories, in addition to administrative suites, 148 faculty offices, and common library, lounge, and food-service facilities. The campus consists of approximately 400 acres with much of it designated for future development.

The 1968 fall enrollment of 6,133 credit students for both Indiana and Purdue represents more than 100 percent increase over enrollment during the first year of joint operations just four years ago.

Projections from Indiana and Purdue show a total enrollment increase averaging about 1,000 students per year over the next six years.

To date, qualified students have never been denied admission to Fort Wayne Campus programs. However, as enrollment increases so does the difficulty in maintaining the level of individual educational excellence. Facilities which were once thought to be ample are now facing multiple usage to the point where expanding programs and a growing student body cannot be adequately accommodated.

The answer is not merely a matter of more buildings, although this kind of expansion is planned; it involves an even more intimate educational problem -- the immediate need for materials, equipment and program enrichment which either will not be provided by the state legislature, or cannot be provided at this critical time.

These basic needs have been converted into two development programs which will provide the "margin for excellence in Fort Wayne." They are: Learning Resources Development Program which includes library expansion, computer services, an Audio-Visual Services Center, dental equipment, music program expansion, and an endow-

ment for the improvement of student instruction; and Community-Student Services Development Program which will provide an educational television outlet, and equipment for a continuing education facility, student study facility, emergency medical facility, and educational program for disadvantaged students. Plans call for this entire program to be conducted in a Community-Student Services Center. Currently in a 1969-1971 biennium proposal before the state legislature, construction is planned which could house such a center.

A total of \$1,500,000 is needed to put these development programs into operation.

COMMUNITY-STUDENT SERVICES DEVELOPMENT PROGRAM

1. Educational Television. (\$350,000)*

The establishment of an educational television outlet will be a widespread and imaginative execution of the official statement of purpose of Indiana University at Fort Wayne to "open the paths of higher education to each corner of the state, and to bring the University to the community."

Speaking with Fort Wayne Campus administrators concerning the progress of educational television in the State of Indiana, Donley F. Fedderson, chairman and professor of Radio and Television, and director of Radio and Television Services at Indiana University, Bloomington, revealed that,

"Currently there are two educational TV channels on the air, WCAE-TV Channel 50 at St. John's, Indiana, sponsored by the Lake Central School Corporation, and WVUT-TV Channel 22, operated by Vincennes University. WTIU-TV Channel 30 at Bloomington should go on the air in the spring of 1969; Evansville Channel 9 holds a construction permit and hopes to be on the air by the fall of 1969; Indianapolis is currently applying for a construction

* Department of Health, Education, and Welfare matching funds could be available if this \$350,000 is raised to begin ETV operations.

permit, and at South Bend the University of Notre Dame is exercising leadership in the establishment of an ETV station -- Channel 34. They hope to be on the air by September, 1970. Other channels reserved in the state by the Federal Communications Commission include Channel 39 at Fort Wayne, Channel 61 at Muncie, Channel 60 at Madison, Channel 26 at Terre Haute, and Channel 24 at Lafayette.

Professor Fedderson further indicated that based on what is currently anticipated in educational television across the state, Fort Wayne would need to act now with the proposed campus program to merely keep abreast of progress in Indiana.

Presently the Fort Wayne Public School System anticipates the development of television services. Other school systems in the region -- both public and private -- will also have the opportunity not only to use the media for distribution of existing educational programs, but to use the facilities of the organization to train their own teachers and staff in the production and use of television materials.

Other organizations in the region with the potential for making stimulating use of the educational television facility include the managements of businesses and industries, labor leaderships,

the Fine Arts Foundation, and other similar groups. They would benefit from information received from programming, and could in turn inform their respective publics of their endeavors by participating in program development.

All this could be supplemented with materials available from the National Educational Television network, the Federal Government, and other agencies.

2. Equipping Continuing Education Facility. (\$51,500)

"Education is a continuing and life-long process. Degrees and credit are artificial measures which are frequently pursued to the neglect of substance. We are confident that there are many occasions when education in the form of a course or a conference is much more effective when it is related to a concrete problem and a felt need, than is education ladled out to students much more interested in the symbolism of grades and credits than in their own intellectual development. To the degree that this is true, teaching in non-credit, continuing education programs is a more efficient use of faculty time than teaching credit courses."

"One of the major forms of non-credit teaching is the growing

number of meetings now known by various names -- conferences, short courses, workshops, institutes, seminars...."¹

Both Indiana and Purdue Universities provide programs of continuing education for Fort Wayne. Additional facilities are needed, and are in the 1969-1971 biennium proposal before the state legislature.

Because tax funds must be stretched to serve many needs, it is unlikely that they will provide the necessary conference tables, conference room-type chairs, permanently mounted projection screens, and chalkboards.

Other continuing education needs include an auto-tutorial system and booths to provide individual instruction for professional people, and ceiling speakers to aid in teaching.

"Public service, like research and teaching, is an inescapable and important part of the University's function."²

The Fort Wayne Campus is dedicating its effort to this end, and will succeed with the addition of continuing education equipment.

¹ Growth and Change at Indiana University (Report of the University Study Committee), 1966. Pages 231-233.

² IBID. Pages 238-242.

3. Equipping Student Study Facility. (\$26,400)

There is no doubt that on a commuter campus student study facilities are an important part of the educational picture. The campus library currently serves a study function, but with library expansion and an annual increase in student population of 15-20 per cent, this facility will cease to serve as the main study center for students.

The impracticality of travel to home and back during nonclassroom periods, and the decrease in usable study space on campus are the prime reasons for including a student study facility in the Community-Student Services Development Center.

Again, the furnishing and equipping of this facility must be financed by sources other than tax monies. Study carrels, Conference-type tables, chairs, and photocopy equipment are the essentials needed to adequately equip this facility.

4. Equipping Emergency Medical Facility. (\$12,500)

Indiana and Purdue at Fort Wayne have the same need for emergency medical facilities as does any institution or industry which brings together in a single location a large number of people. The campus is not immune to illness and accidents among its students, and we

propose this facility in order to provide emergency services.

It will include an emergency treatment room complete with medications and other first aid supplies, and a waiting room equipped with cots to accommodate patients until they can be transferred to a local hospital. In addition, the area will contain rest rooms and those materials necessary for proper record-keeping.

Although tax funds will support nursing personnel, sufficient funds to outfit this emergency facility are not forthcoming from tax support. Therefore, the safety and well-being of our students must be supported by concerned Fort Wayne citizens.

5. Equipping an Educational Program for Disadvantaged Students. (\$15,000)

To date, most pre-service training for teachers and for practical in-service work has been geared to the middle class stratum of our society with little concern being generated over "culturally disadvantaged" youngsters.

The term refers to those pupils with a particular set of educationally associated problems (reading ability a major problem) which tend to restrict their intellectual and social growth.

There is currently no institution or agency in our area specifically

conducting pre-service teacher training or practical in-service work for teachers of disadvantaged children.

The program we envision is three-fold:

1. To develop a specialized reading program for education majors and graduate students which will provide them with the most current literature, research findings, and learning resource materials concerning disadvantaged children.
2. To develop a practicum which will allow education students direct observation and "live" participation in the inner-city schools.
3. Develop a materials and learning center facility for experimental purposes where selected children with reading-learning problems could come for assistance.

The availability of books and other teaching resources are of major importance in putting the community program into effect. Tax funds are not adequate in providing these materials, but it cannot be denied that they are needed. Fort Wayne's role in this undertaking should be considered as one of "self-help" in developing all facets of community educational excellence.

LEARNING RESOURCES DEVELOPMENT PROGRAM

1. Library Expansion. (\$400,000)

Books and periodicals are needed for all instructional areas, with particular emphasis on rapidly expanding professional, educational, and business programs.

The fastest and best way to upgrade the quality of education is by expanding our library. We, therefore, propose to expand the Indiana-Purdue University Campus library with the following:

Reference and research collection - In providing a well-rounded collection for university use, our library needs additional books in the various academic areas of science, technology, social sciences, and humanities. Reference sets and indexes such as Monthly Catalog of U. S. Government publications, Dissertation abstracts, National Union Catalog, British Museum Catalog, and others contain important resource material for student study.

Microfilm Reader-Printers - Machines which will enable the user to make instant photocopies direct from microfilm reels.

Back runs of microfilm - Back issues of The New York Times, London Times, Wall Street Journal, Christian Science Monitor, Chemical Abstracts, and other basic journals on microfilm will be less expensive than purchasing originals, and will relieve shelf space for other volumes.

Audio-aural collection - Included will be recordings of music, speeches, and plays which are needed to support music appreciation, speech, and literature courses.

The Fort Wayne Campus library currently maintains 51,000 volumes of books, periodicals, journals, and papers; and is building a collection of microfilm as an economy and space saving measure.

Based on credit student enrollment and the number of majors offered by Indiana and Purdue, this expansion will give the Fort Wayne Campus an undergraduate library with holdings comparable to Harvard University's Lamont Library, the University of Illinois' Chicago Circle Campus Library, and the University of Michigan's undergraduate library.

For our students to keep pace with students from schools such as these and with the science and technology explosion, they need up-to-date equipment and resource materials. We want to provide

high-quality education to our students and comparable service to Fort Wayne and the surrounding region. We can accomplish this by developing resources.

2. Computer Services. (\$200,000)

Just as books have served education in the 20th Century, computers will serve the main thrust of educational advancement in the 21st Century.

Unfilled computer needs presently exist in the areas of student instruction and faculty research.

The present campus computer facilities are shared by Indiana and Purdue, but the systems cannot carry the load of both programs. Also, the present system is dedicated to the teaching of computer technology, making it inadequate for student instruction in other disciplines.

Our development program includes the installation of a computer of moderate capacity which can be interfaced with the large capacity, multi-million dollar computer facility at Bloomington.

Great advances in student instruction can be made with the addition of computer equipment and personnel. In many disciplines, the use of computers is essential if students are to achieve the level of

knowledge and insight expected in a world increasingly pervaded by the computer.

The President's Science Advisory Committee held that,

"Undergraduate college education without adequate computing is deficient education, just as undergraduate education without adequate library facilities would be deficient education."³

One area to benefit most from computer facilities at the Fort Wayne Campus is the growing business program. Currently, there are 350 undergraduate students majoring in business who need, but have yet to receive, any computer exposure. Over 100 students in the Masters degree program in business at Fort Wayne are awaiting required courses in computer use. The Chairman of the Division of Business Administration indicates that business courses involving computer use will be offered when adequate computer facilities and qualified teachers become available.

³Computers in Higher Education, Report of the President's Science Advisory Committee (The White House, Washington, D. C., February, 1967).

In addition, statistics courses taught by the economics, mathematics, and psychology departments will be improved considerably with the availability of computer equipment.

The degree of professional competence required of today's faculty necessitates the availability of a computational facility for teacher homework.

Furthermore, the universities' ability to attract well-trained faculty members will be enhanced with computer equipment on campus.

The library system that has been developed at Indiana University, Bloomington, utilizes the computer for cataloguing information for ordering library materials, and for inventory of titles. Future development of the Fort Wayne Campus library would be greatly facilitated by the existence of a computer communication tie-in with the Bloomington main library system.

Purdue will derive a bonus benefit, by gaining computer time now used by Indiana on the existing equipment. This will aid Purdue's computer technology program which has experienced an enrollment growth rate of about 25 per cent per year for the past three years.

3. Audio-Visual Services Center. (\$215,000)

Our goal is to develop the Audio-Visual Services Center into a community facility as well as one which serves the degree and non-credit programs of Indiana and Purdue at Fort Wayne.

The products and services in this Center will be available to every public, private, and parochial elementary and secondary education school in the region. These will include 8 mm and 16 mm films, recorded tapes, slide and overhead transparencies, photograph sets, and text materials to accompany any of the preceding.

Any school in the region will be able to request and receive these products at no cost other than postage, transportation and maintenance. This service will free funds for other educational purposes for over 150 schools in seven school systems within the Indiana-Purdue Campus service area. They will also gain by eliminating time now spent on purchasing and controlling these products, without elimination of personnel.

Other Audio-Visual development plans include the installation of equipment such as overhead and 16 mm projectors for permanent placement in classrooms and laboratories. Television monitors in classrooms and laboratories are also planned as an expansion

of the campus' closed circuit television facilities.

Other pieces of closed circuit television equipment to serve intra- and inter-campus programs include color-compatible videotape recorders, vidicon TV cameras, TV monitors, and control equipment for fading, montage and other visual effects. The videotape recorders will be used primarily for recording programs from Bloomington, Indianapolis and Lafayette for future viewing as Fort Wayne Campus scheduling permits.

These audio-visual plans are geared to support and amplify student instruction on the Fort Wayne Campus.

An important part of the audio-visual program is training of those who use the equipment. Included in the Center's development proposal is a program of equipment/usage education, with some 30 Indiana and Purdue professors participating in a week-long program of instruction in the use of audio-visual equipment, followed by instruction periods throughout the year.

The Audio-Visual Services Center's community-campus approach will lend teaching aid to the region's elementary and secondary education schools, while increasing teaching capabilities of those higher education programs which will directly benefit Fort Wayne's immediate future as a diversified industrial center.

4. Dental Auxiliary Programs Expansion. (\$20,100)

It is desirable to expand beyond the teaching functions of our Dental Programs personnel. These items will enable them to do research of a sophisticated nature in the areas of Preventive Dentistry and Chemical and Physical Properties of Dental Materials:

Preventive Dentistry Research - Clett-Summerson Colorimeter, Electronic Calculator, and Spectrophotometer.

Chemical and Physical Properties of Dental Materials Research - Table Model Compressive Strength Machine, Interferometer, pH Meter, Dissecting Microscope, Analytical Balance, Knoop-Tukon Hardness Tester, one set of Gilmore Needles, Centrifuge, Micrometer (eye piece), and constant temperature water bath.

Obviously these items are very sophisticated and complex, but simple in one respect -- their use represents the most economical and feasible way to cope with universal dental problems and dental disease.

Teachers, as well as the community, derive benefits from Preventive Dentistry and Chemical and Physical Properties of Dental Materials because the teacher must keep up with the latest techniques and research developments which will influence his own research. By

keeping abreast of new developments, the material he presents to his students is more up-to-date, thereby eliminating the possibility of becoming static in his thinking and in his teaching.

It is important for us to realize that students in our Dental Auxiliary Programs must have exposure to more than just the mechanical aspects of dentistry. The tools which this expansion program will provide will enable our faculty to teach the dentistry of today and tomorrow.

5. Music Program. (\$59,500)

The Fort Wayne Campus enjoys the enviable position of residing in a community where there is high interest in the arts, whose public and parochial schools offer outstanding opportunities in music to elementary through high school students, and where there is a great interest among professional music educators for graduate courses.

Our young music program boasts a 1968 fall enrollment of nearly three-fold over the comparable 1967 semester. The faculty is comprised of two resident faculty members, and 13 associate faculty members offering instruction in piano, organ, oboe, violin, viola, voice, trumpet, French horn, trombone, clarinet, and bassoon. The number of students currently enrolled in piano justifies a resident artist teacher in piano, which will be met by September, 1969.

The Indiana State Hospital for the mentally retarded offers a unique opportunity for research in music therapy. An undergraduate program in music therapy is being seriously considered for 1969. Such a program would enable students to receive practical, clinical experience right here in Fort Wayne.

There is every indication that the music program at the Fort Wayne Campus can and will blossom into a quality program, if it has the basic essentials for quality performance ensembles. These basics include:

Orchestra - music, instruments, and equipment;

Band and other wind ensembles - music, instruments,
and equipment;

Chorus - risers, robes, and music.

In our 1968 freshman class alone a questionnaire revealed that there are 250 students attending our campus who are interested in participating in one of these performing groups.

These properly equipped ensembles will enable more students to participate, and help accelerate the development of a broad program of music.

6. Endowment for the Improvement of Student Instruction. (\$150,000)

Typical of the instructional helps that would be provided with an income of four or five thousand dollars-a-year, are visiting professorships, specialized lecture series, short-term experimental programs, student-community workshops, study grants, specialized instructional materials, and research projects. Every area of instruction would benefit from the presence of such a resource.

In addition, the ability to add the "margin for excellence" with such endeavors as those listed, creates a climate attractive to top-flight faculty members -- an added assurance of an excellent educational program.

This also is one of the areas which is difficult to justify for tax monies on an on-going basis, because these projects are responses to needs that cannot always be anticipated, and because they do provide services above the level typically provided in a tax-supported, operational budget.

The Community -- A Partner in Cooperative Education.

These proposals can be summarized as the educational development programs needed to provide Fort Wayne with the high quality student education it expects of two great universities.

Indiana and Purdue cannot do it alone; and with the state legislature can only provide the "brick and mortar" basics. The Fort Wayne Campus needs Fort Wayne as a partner in developing areas of most urgent importance to both institutions and to the community.

The establishment of the Indiana-Purdue University Campus (Fort Wayne) Development Fund will provide the people of the region an opportunity to demonstrate their support for quality education where it counts -- in Fort Wayne.

Support for these programs will provide the all-important "margin for excellence".

SUMMARY OF CAMPAIGN OBJECTIVES FOR INDIANA-PURDUE DEVELOPMENT FUND

Community-Student Services Development Program:

1. Educational television.	\$ 350,000
2. Equipping Continuing Education facility	51,500
3. Equipping Student Study facility.	26,400
4. Equipping Emergency Medical facility.	12,500
5. Equipping Educational Program for Disadvantaged Students.	15,000

Learning Resources Development Program:

1. Library expansion	400,000
2. Audio-Visual Services Center.	215,000
3. Dental equipment.	20,100
4. Computer services	200,000
5. Music program	59,500
6. Endowment for improvement of student instruction. .	150,000

\$1,500,000

SPECIAL FUND DRIVES
WITHIN THE CAMPAIGN



During 1969 and 1970 several special fund raising groups were organized within the campaign.

In Indianapolis a \$1 Million Cabinet was organized. A group of devoted alumni organized the Major Gifts phase of the Marion County Birthday Fund drive. Their efforts were **directed** at local alumni support.

James L. Kittle, B.S. '38, was appointed Coordinator of the \$1 Million Cabinet. His leadership was responsible for the enlistment of his fellow Cabinet members.

Serving with Mr. Kittle on the Cabinet were Robert S. Ashby, John R. Benbow, William Hudson Ball, Jr., Grover C. Boling, M.D., Alvin L. Cohen, Don B. Earnhart, Gail E. Eldridge, M.D., William M. Kendrick, M.D., Ted B. Lewis, Robert B. McConnell, Frank E. McKinney, Jr., Dennis S. Megenhardt, M.D., Robert G. Moorhead, Thomas F. O'Haver, Melvin Simon, William J. Stout, Claude M. Warren, and Doyle Zaring, Alan I. Klineman, Donald E. Stephens, M.D., Harold H. Wells, Carl D. York, Howard W. Fieber, Eugene B. Glick, and James H. Gosman, M.D.

Coordinating The Cabinet with Mr. Kittle were Leo W. Shumaker, B.S., '26 and Allan H. Warne, B.S., '25.

Honorary Cabinet Members were: C. Benjamin Dutton, Byron K. Elliott, Joseph L. Sutton, and Herman B Wells.

In February 1970 President Joseph Sutton announced that Dr. John W. Ashton, presiding officer of the School of Letters and University Professor of English and Folklore, and Joseph A. Franklin, Vice President and Treasurer of the University, would head up the Bloomington campus segment of the Birthday Fund drive.

Sutton said, "The campus campaign is one of the most important elements of the drive. Since alumni, friends, corporations and foundations are being asked to support our efforts, how can we ask them for substantial aid without making an effort to help ourselves here at home?"

By January 1971 the Bloomington Campus Faculty and Staff Drive had received contributions of \$2,135,201.

FACULTY-STAFF CAMPAIGN

You can do something important for I.U.

What? You can help the 150th Birthday Fund meet its goal of \$25 million for eight major Bloomington and regional campus projects through your contribution and your volunteer aid. We are hoping those in the campus family can be particularly helpful in raising funds for endowed professorships, scholarships and for library acquisitions. In these areas, and indeed, in all of the Fund's eight project areas, state support is not adequate to do the job, and there is little hope state aid ever will be that great.

Why? The University, if it is to serve a burgeoning student population and the ever more inquisitive citizens of Indiana, must have the facilities and resources to do that job. State funds can pay most salaries and other sustaining expenses, but there is no state money for the Musical Arts Center, Assembly Hall, a Fine Arts Pavilion or a Hoosier Heritage Hall.

Similarly, private contributions are needed to help I.U. meet the needs of students hard pressed for the resources to remain in school; to build and enhance the attractiveness of I.U. as a place to work and to help the library acquire \$2 million worth of books which could not be purchased in lean years past. These needs exist on all I.U. campuses, and while the campus campaign here is directed to Bloomington, pledges may be made to cover any and all of the University's campuses.

Over \$16 million of the total collected will be spent on the Bloomington campus, so every dollar contributed by the campus family can go toward building an even greater university right here.

How? In deciding to make your pledge to the Birthday Fund, just ask yourself, "What does I.U. mean to me, as a place to work, as an institution in which I take pride? What has she done for me and what does she ask of me in return?" Once those questions are answered, decide what you can afford to give.

The Birthday Fund has stressed three-year pledges spread over four tax years, but lump-sum payments or monthly payments may be made. Payroll deductions can be arranged, with deductions beginning a month after receipt of a pledge. Bequests will be accepted, gifts of property and securities and living trusts are especially welcome, each has its own use and its own advantages. You know best which of these programs make the most sense for you, but each can result in generous tax advantages for you, and in immense benefit for I.U.

A Birthday Fund representative will be glad to sit down with you to discuss any of these matters, and stands ready to call in any other expert needed to help set up the best possible program for you and I.U. Call Joseph O. Butcher, director of the Fund, at 337-8933, or contact the Birthday Fund in the Tower of the Indiana Memorial Union for answers to any and all questions.

When? The campus campaign is slated March 2-23. During that time, a faculty or staff member will contact you personally to discuss the fund and your participation in meeting its goals for I.U. and the Bloomington campus in particular. Please hear him out, and weigh carefully in your own mind what you can do to help your university.

We, as co-chairmen of the campus family segment of this all-important Birthday Fund drive, can only pass on to you our belief that this "once-in-a-lifetime" campaign is an effort that may well mean the difference between I.U.'s standing as a great and major university, and standing as just another large state school, more than usually crippled by its lack of fiscal independence and resource. To speak of the "Margin of Excellence for Indiana University" is to speak of what the Fund can provide--and what we can do once the Fund generates the support it must and will have.

Sincerely,

John Ashton

Joseph A. Franklin

Co-Chairmen, Campus Family Campaign
150th Birthday Fund for Indiana
University

7 file
7/2/70

INDIANA UNIVERSITY

The President's Office

Bryan Hall

BLOOMINGTON, INDIANA 47401

AREA CODE 812
TEL. NO. 337-4613

February . 1970

To: Chancellors, Deans, Chairmen, and Directors
Bloomington Campus

Dear Colleagues:

As you know, one of the ways in which the University is commemorating its Sesquicentennial is by means of the \$25 million 150th Birthday Fund. An essential part of this project, and perhaps one of the main keys to its success, is the campus family fund drive to be conducted in March.

Heading this faculty-staff drive will be two men with long service to Indiana University who desire to see it remain a strong and prominent seat of learning and who are dedicated to maintaining our "Margin of Excellence." Co-chairmen of the faculty-staff drive will be Dean John Ashton, presiding officer of the School of Letters and University Professor of English and Folklore, and Joseph A. Franklin, Vice-President and Treasurer of the University.

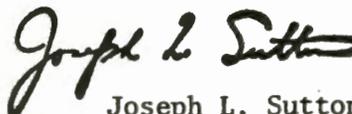
These two men will be responsible for organization of the drive on the Bloomington campus, and they will be calling on you and members of your departments to assist them in making the drive an unparalleled success here.

The Bloomington campus will benefit directly from the Fund, with \$16 million or more scheduled to be spent here for endowed professorships, scholarships, library books, and special new buildings, all of which we have little chance of receiving through state appropriations.

The more successful the on-campus drive, the more success the entire effort will find -- for those outside this campus who see that we at Bloomington are doing our best to help ourselves will be that much more inclined to help us themselves.

When Dean Ashton and Vice-President Franklin call on you and your associates for advice, counsel and aid, please remember that what you do to assist them today will help Indiana University maintain her greatness tomorrow.

Sincerely,



Joseph L. Sutton
President



Indiana University Foundation
150TH BIRTHDAY FUND
for Indiana University

February 10, 1970

Seventh Floor, Tower . Indiana Memorial Union . Bloomington, Indiana 47401 . 812-337-8933

Dear Mr. Rich:

President Sutton has asked us to serve as Co-chairmen for the 150th Birthday Fund drive on the Bloomington campus, a task which we both gladly accept because of its importance in developing and maintaining the "margin of excellence" which successful completion of the drive will bring.

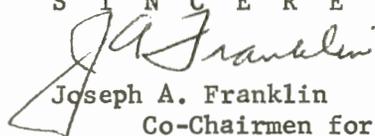
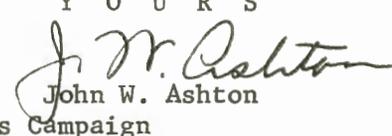
Both faculty and staff will benefit as the objectives of the Birthday Fund are reached. Additional facilities, scholarship funds, endowed professorships, and library acquisitions will be possible when the \$25 million goal, already nearly three-fourths subscribed, is completed. In this total effort, we here who will benefit most directly from at least \$16 million to be spent for the Bloomington campus, are being joined by faculty and staff at the other Indiana University campuses, alumni and friends of the University, and business and industry throughout the state.

The local campus campaign, to begin March 2 and be completed March 20, will give every member of the faculty and staff an opportunity to share in the 150th Birthday Fund. One or more solicitors, depending on the magnitude of the task in each department, will be asked to contact every person. Some department heads may wish to assume the responsibility for the campaign themselves; others will wish to name responsible and interested faculty or staff members.

The purpose of this letter is to request you to inform the Campaign Office (on the form attached) the name of the person in your department who will head your campaign and who will attend one of two organizational meetings to be held at 4:00 p.m. February 19 and 20 in the School of Business building, Room 219.

We urge that you give careful thought to this selection, for the success of the campaign will depend in large measure on the knowledge, enthusiasm, and energy of the organizing solicitor. We also urge that you give full support to the campaign in encouraging attendance at any departmental or section meetings which may be arranged in your department relating to the campaign and in any other way that you can. Clearly, the campaign is and must be the voluntary response of the faculty and staff; there can be no administrative pressure to participate. But the enthusiasm and support of the department head can help convey to all others both the importance of the campaign to the University and the benefits which every member of the faculty and staff will receive from its successful completion.

Please designate your organizing solicitor, notify him of the meeting, and return the form by February 17.

S I N C E R E L Y Y O U R S
 
Joseph A. Franklin John W. Ashton
Co-Chairmen for Campus Campaign

7/16
cd

INDIANA UNIVERSITY

MEMORIAL HALL—WEST WING
BLOOMINGTON, INDIANA 47401

CHANCELLOR—BLOOMINGTON CAMPUS

TEL. NO. 812--337-9011



March 17, 1970

Dear Colleague:

By now, you have received President Sutton's invitation to Monday's Report Rally for the 150th Birthday Fund Drive. That meeting, hopefully, is going to provide us with the statistics we need to make the drive a going concern everywhere, from Bloomington to Boston to Bakersfield. Just as the campaign must be a success here, so must the rally be a landmark in the overall effort. To meet that standard, the rally needs the widest possible support from the University community and the campaign's volunteer force.

I will be among the speakers at the meeting, and will be on hand to greet those taking part in the celebration, along with Chancellor Wells, President Sutton and others. I am looking forward to hearing just what has been accomplished across the campus.

I want to encourage you, the responsible deans, department heads and administrators to be present Monday, and to bring with you those who have aided in the drive in your department. The rally, with speeches, refreshments, displays and a running tally of campaign progress, should last no more than 45 minutes. Starting time is 3:45 p.m. in the Solarium of the Union Building.

Make sure, when you come, that those responsible for the solicitation in your department bring with them the completed pledge cards and other report materials, so the figures gathered will reflect the most accurate picture possible that afternoon.

I look forward to seeing you there.

Cordially,

Byrum E. Carter

Byrum E. Carter,
Chancellor,
Bloomington Campus

BEC:nf

66

INDIANA UNIVERSITY

The President's Office

Bryan Hall

BLOOMINGTON, INDIANA 47401

AREA CODE 812
TEL. NO. 337-4613

March 11, 1970

Dear Colleague:

I was pleased to learn from Dean Ashton and Vice-President Franklin that you are assisting in the 150th Birthday Fund drive in your department.

The support which you and your co-workers give to the campaign will be a great incentive and will set a significant standard for the thousands of "off-campus" volunteers who need inspiration in completing their tasks and helping us push the fund to its announced goal of \$25 million.

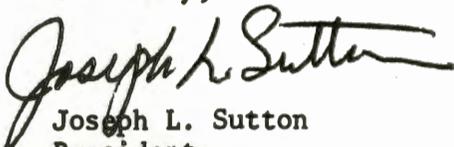
Chancellor Wells, Chancellor Carter and I look forward to being with you and the entire campus campaign volunteer force at the vital Report Rally in Alumni Hall at 3:45 p.m. on March 23rd.

I hope you can bring with you to that meeting a completed report, so that we may know where we stand, where the most successful efforts have been made, and what remains to be done to generate the fullest possible support for the "on-campus" drive.

Remember, \$16 million of the Fund's goal is marked for use on this campus. Virtually everything we raise here will be funneled right back into professorships, scholarships, library acquisitions, and facilities for home use. Giving to the Birthday Fund is, in a manner of speaking, like giving to yourself. Furthermore, as the brochures which have been sent out show, such gifts afford substantial tax benefits. Thus, you stand to gain twice from one gift.

Again, I look forward to meeting with you on March 23rd, and to sharing in the high spirits generated by a successful Birthday Fund drive.

Cordially,


Joseph L. Sutton
President



Indiana University Foundation
150th BIRTHDAY FUND
for Indiana University

Campus Campaign Courier

Seventh Floor • Tower • Indiana Memorial Union • Bloomington, Indiana 47401 • 812-337-8933

GIANT REPORT RALLY SCHEDULED

All campus campaign volunteer workers have been invited by President Joseph L. Sutton to a Campus Report Rally at 3:45 p.m., March 23, in Alumni Hall.

There, running totals of the campus drive effort will be tallied onstage as each department reports its successes, and President Sutton, Chancellor Herman B Wells and Bloomington Chancellor Byrum E. Carter will be on hand to speak, to make special announcements and to urge the campus total even higher.

"We're doing this differently than the 1922 drive," Maj. Gen. Joseph O. Butcher, the drive director said this week. "Then, they held a mass campaign meeting in the men's gym at the start of the drive, then went out and raised \$413,000 in two days among faculty and students.

"Now," he continued, "we've got a much larger campus, a much larger faculty and staff, and there isn't room anywhere to put 'em all, except in the fieldhouse, the stadium, or if a few didn't show, in the auditorium. And you can't stop a modern university, especially a dynamic one like Indiana, for an hour, let alone an afternoon, anymore.

"So we'll bring in the volunteer workers, provide refreshments and a bit of entertainment, and hear from them just what they've accomplished for Indiana University. And not incidentally, the President and the Chancellors will have a chance to express their thanks for the selfless work the campaign's volunteers have done."

* * * * *

FIRST RETURNS ARE IN

Dean John Ashton, co-chairman of the faculty-staff drive attended a workers' instruction meeting March 2, the first day of the on-campus drive, and his first act at that meeting was to present a pledge for \$1,100, from another faculty member to Fund officials.

From that point on, it's been a record of steady progress in the drive here in Bloomington. Faculty and staff, sensitive to the fact that as much as \$16 million of the Fund's \$25 million goal will be spent on Bloomington projects, have been giving generously, and reaping tax advantages at the same time.

* * * * *

TAX ADVANTAGES RECAPPED

Taxpayers who itemize their deductions on federal income tax reports are in position to draw significant benefits from contributions to the campus campaign. Not only will money donated come right back to be spent here, but tax deductions may be taken on those donations. In that light, giving to the campus campaign is like making two gifts to yourself, and at minimal cost.

One of the important features in the Indiana income tax picture is that credit for contributions is taken from tax owed, not taxable income. For instance, a family with an Indiana tax liability of \$100 could wipe it out with a \$200 contribution to the University. Or in the case of a \$200 liability, cut it in half. It should be noted that \$100 is the most persons filing joint returns can claim, and that the total claimed may not exceed the overall tax liability.

In fairness, it also must be pointed out that any credits against state taxes owed show up as income the following year for federal tax purposes, but only at the percentage rate under which each individual usually is taxed. A more complete explanation of the tax picture may be found in the Bloomington Campus Family Campaign flyer distributed at the start of the drive.

* * * * *

WE HAVE ALL KINDS OF HELP HANDY

Jim Durkott, an aide in Chancellor Wells' office and more recently a member of the Foundation and Birthday Fund staffs, has made the campus-campaign his principal responsibility. Right now, he's checking with as many volunteer workers as he can to help them with any problems they may have encountered, to provide advice for solicitors as they approach their co-workers, and most importantly, to relay the comments and problems of campaign workers to headquarters, where everything we can do is directed towards making it easier for solicitors to obtain pledges---and to make pledging as painless as possible for the drive's supporters.

At the same time, as Chancellor Wells points out so often, many retired faculty and staff members wish to make special arrangements with gifts to the University. Gifts of property, of real estate and securities, and living trusts and bequests all require special handling, tailored for each situation. Dr. Wells himself often handles details when gifts of this kind are contemplated, but other help is available, too, through the Fund office and the Foundation.

If at any time a legal or tax problem arises, the Chancellor cautions, don't hesitate to call the Fund or Foundation for advice, or for direct assistance in setting up the most advantageous circumstances for an individual's gift to I.U.

* * * * *

In addition to the Faculty-Staff Drive, the Bloomington Student Government Organization and the I.U. Student Foundation gave valuable service to the campus campaign.

Student Campaign

When the 150th Birthday Fund organization was set up it was visualized that each student of the University would be given an opportunity to participate in accordance with his or her means. It was thought two short campaigns--one in May 1969 and one in May 1970--would be the most productive. As the campaign staff approached details of organizing the student body to sell the idea of the fund and to make actual solicitation it became obvious that no one student group in fact represented all students. With so many organizations representing segments of the students there was no one leadership base.

In November of 1969 the Indiana University Foundation, including its student leadership, did set up a meeting for the campaign staff to meet with fraternity and sorority officers and their corporate representatives. The objective of the meeting was to stimulate interest and secure from them the names of good alumni prospects known within the chapters. Nearly all chapters did respond with a list of chapter alumni. Some new prospects were found but most persons listed were already being solicited by another division of the campaign.

Student Housing Participation-- Musical Arts Center Memorial Seating Program

A separate campaign lead by Mr. Clum Bucher of the 150th Birthday Fund staff was established in early 1970 among the fraternities, sororities and Residence Hall Centers for the donation of memorial seating in the Musical Arts Center. This campaign raised a grand total of \$3,240.00. The following organizations bought one or more seats in the Musical Arts Center:

Interfraternity Council
Phi Gamma Delta
Sigma Chi
Sigma Alpha Epsilon
Beta Theta Pi
Alpha Gamma Delta

Student Scholarship Opportunity Program

After a meeting with Chancellor Wells on September 3, 1971 the Student Government organization then headed by Mary Scifres and Jeff Richardson set about organizing a fund drive among students, known as the Student Scholarship Opportunity Program. Funds raised were to be credited to the 150th Campaign but money would be controlled by Student Government who would establish a grant program in coordination with the Director of Scholarships and Financial Aids.

All students were to be solicited through their housing units, i.e., sororities, fraternities and residence halls. Solicitation chairmen and committees were appointed in Panhellenic Association, Inter-Residence Halls Association, Union Board, Inter-Fraternity Council and Married Housing.

A goal of \$100,000.00 was set by the students themselves. By the end of December 1971 this campaign had raised \$2,568.51 which was deposited in the University Credit Union. As of June, 1972 four (4) \$200.00 scholarship grants have been given in coordination with Financial Aids.

Student campaigns were not attempted on any campus other than Bloomington.

A very special project in early 1970 was the organization of the City of Bloomington campaign effort. The leadership readily accepted the challenge of a \$500,000 goal.

ESSENTIALS OF THE BLOOMINGTON
COMMUNITY PHASE OF THE
150TH BIRTHDAY FUND FOR INDIANA UNIVERSITY

THE PROJECT

The project outlined here is the development and organization of the Bloomington Community phase of Indiana University's 150th Birthday Fund National Campaign to raise \$25,000,000.

The Bloomington goal has been tentatively established at \$500,000 to \$600,000, of which \$187,000 has been raised to date. Efforts will be made to involve key community leadership using the 'Chamber of Commerce' or 'community pride' type appeal.

TIME SCHEDULE

Preliminary planning has been started and limited discussions held with Vern Huffman, Area 7 alumni chairman, and Jim Schmalz, Monroe County chairman. They are agreeable to the suggested approach and request the advice and assistance of Dr. Wells to enlist the proper individuals as members of the sponsoring committee.

Because of the pending Bloomington Hospital Campaign and conflict with the United Fund this fall, our efforts will have to be concentrated in a very short period of time. The community phase will have to be completed, including follow-up activities, by late August.

CAMPAIGN ORGANIZATION

A tentative organizational structure is outlined on the attached chart. In formulating this plan, consideration was given to the need to present a single unified approach to campaign activities in Bloomington.

In order to avoid the appearance of two competing campaigns (community phase vs alumni drive) the entire Bloomington effort should flow through a single fountainhead of leadership and direction. Complete coordination with the national effort is essential.

Every effort must be made to retain the goodwill and continued support of those individuals who have participated in the Monroe County Alumni (including "Business and Friends" prospects) solicitation which began last fall.

STANDARDS OF GIVING AND PROSPECT ASSIGNMENTS

A satisfactory Standard of Giving has already been established by gifts from the three banks. Evaluations have been determined and assignments made with

respect to the top 100 prospects. This must be reviewed with the community phase leadership and changes made in accordance with their suggestions.

SALES MATERIALS AND PUBLICITY

An attractive piece of sales literature will be needed for those prospects whose only interest will be in the identifiable benefits to the Bloomington community.

This should be prepared as a supplement to--and in close coordination with--the campaign major brochure "The University is a Universe."

Publicity should begin just as soon as the Sponsoring Committee has been enlisted. Efforts should be made to obtain maximum use of the news media.

IMMEDIATE PRIORITIES

A schedule of immediate priorities--broken down into three areas of responsibility--is set forth on the following pages. Activity should begin (or continue) as soon as possible in each area. Completion of the items listed will permit us to do more definitive planning and scheduling.

IMMEDIATE PRIORITIES
BLOOMINGTON COMMUNITY CAMPAIGN

A. Leadership Enlistments
(General Butcher)

1. Sponsoring Committee
(Up to 30 individuals of prominence to lend knowledge and influence. Not a working committee)
2. Steering Committee
(10 members to exercise leadership and control of the community oriented phase)
3. Division Chairmen
(A total of two to handle areas indicated on organization chart)
4. Prospect Review Committee
(5 to 8 knowledge individuals to review present evaluations and assignments)

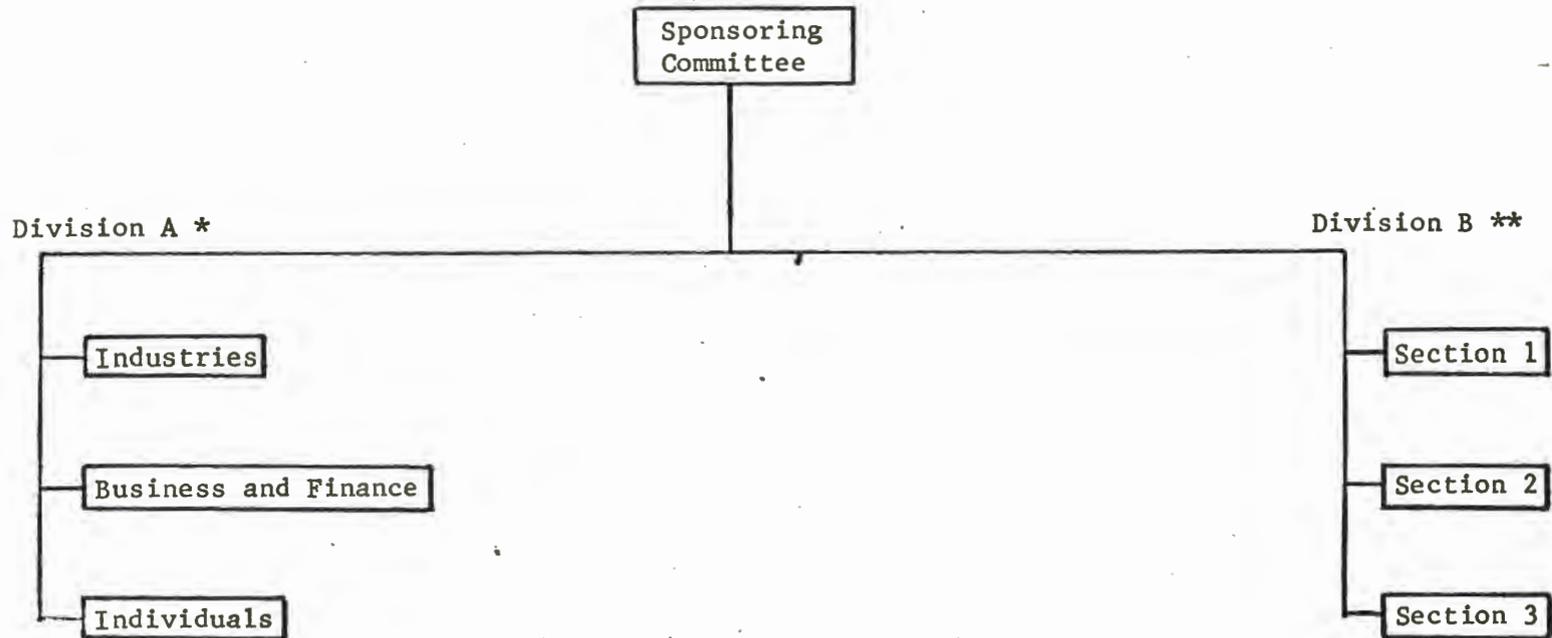
B. Special Sales Materials and Publicity Programs
(Warmus and Volk)

1. Brief statement of case for support
2. One printed pamphlet aimed at community pride and showing leadership endorsement
3. Outline schedule for all out publicity using all public service space available through T.V., radio and newspapers.

C. Office Mechanics
(Warmus and Martin)

1. Build prospect file for community phase
2. Cross check and bring current records from previous effort
3. Schedule review and evaluation meetings
4. Draft organizational requirements and time schedule

150th BIRTHDAY FUND - BLOOMINGTON COMMUNITY CAMPAIGN



* Division A includes the large Bloomington industries, substantial business and financial firms and the very top individual prospects in the community.

** Division B includes all other individual prospects, smaller businesses, civic organizations and all other prospects, including alumni.

sam

**The 150th Birthday Fund—
Something to Talk About**

Concerning the Importance of the 150th Birthday Fund, Chancellor Herman B Wells stated,

"The success of the 150th Birthday Fund is crucial to the maintenance of the University's momentum. Because the University family is now very large and widely dispersed, this drive has extended throughout the state of Indiana and, in a sense, all over the country. We look with confidence to a show of appreciation and generosity by our alumni and friends as we offer them this special opportunity to help us reach our goal of \$25 million. Indiana University has contributed to the economic, educational, and cultural progress of the state and of the nation. As we face the 21st century, it is our hope and intention to serve society even better than was possible to do in the past century and a half."

Ralph Johnson of Bloomington National Bank said,

"For the past 150 years, the growth of Indiana University and the city of Bloomington have been closely related. In the future, projects of the 150th Birthday Fund will mean more faculty, students, and visitors will come to the University and to Bloomington. Evidence of this growth is the fact that Bloomington is one of the fastest growing areas in the state. And, a great university will attract more industry, because industries welcome the opportunity to locate near academic centers. Further, a larger university will mean more favorable employment opportunities. Bloomington is fortunate indeed to be the home of Indiana University."

Jim Schmalz of Schmalz's Department Store stated,

"The success of Indiana University's 150th Birthday Fund is important not only to the university community, but also to the city of Bloomington. Every year, the increasing number of students, faculty, staff, and visitors to the IU campus gives economic support to businesses and other ventures in Bloomington. This is the first opportunity in fifty years we have had to really show how grateful we are, and how closely the progress of the University and the city are connected."

Through the expanded facilities made possible by the 150th Birthday Fund, Bloomington residents will have access to:

- one of the largest convention centers in the state
- one of the most complete library facilities in the country
- operas, ballets, and other cultural events
- many fine works of art
- an outstanding collection of rare books
- numerous athletic events

Sponsoring Committee

William R. Adams	Earl L. Hudelson
The Rev. Howard E. Anderson	Vernon Huffman
K. Edwin Applegate	Ralph L. Johnson
L. Leroy Baker	Robert J. Jones
Mrs. Leroy Baker	Robert J. Lee
Fred M. Barrett	Thos. L. Lemon
Dr. Neal E. Baxter	Stuart McClure
Roger Black	Robert F. McCrea
Tom Black	J. Hurshel McCutchen
Dr. James H. Booze	Richard Monfort
Bill C. Brown	Lloyd W. Olcott
Len E. Bunger, Jr.	Dr. George C. Poolitsan
G. Ward Cresson	E. W. Riedweg
Jack Dunfee	David Rogers
Robert W. Fee	Miss Betty M. Rowen
Paul L. Feltus	Donald M. Sauter
Stephen L. Ferguson	James L. Schmalz
Mrs. John R. Figg	Scott C. Schurz
Dr. Dillon D. Geiger	Sol W. Schwartz
Wayne E. Gruber	Wayne K. Sowers
Donald Hansen	Charles R. Stroh
Cecil E. Harlos	Sarkes Tarzian
Bruce A. Hazelett	Donald A. Thoma
Father James P. Higgins	Willard Twyman
Mayor John H. Hooker, Jr.	Robert C. Wiles

Indiana University



1970

150th Birthday Fund for Indiana University
7th Floor, Tower
Indiana Memorial Union
Bloomington, Indiana 47401
Phone: 337-8933

Bloomington and the 150th Birthday Fund

The sights and sounds of Indiana University's Sesquicentennial can be seen and heard all over the state. There are exciting projects underway which commemorate the 150th Birthday of one of the country's great institutions of higher learning.

These sights and sounds are progress. They are new buildings, new programs, and new ideas. They are happening in all areas of the University, on all the campuses, and especially in . . .

BLOOMINGTON

the home of

INDIANA UNIVERSITY

A Once-in-a-Lifetime Opportunity

Along with the Sesquicentennial celebration the entire University community is deeply involved in one of the most important undertakings in its history, the 150th Birthday Fund program created by the Indiana University Foundation with the enthusiastic support of the University trustees and officers.

So often, birthday celebrations are in recognition of the past. But IU's 150th birthday celebration, while it most certainly is a fitting tribute to a glorious past, is even more an expression of confidence in the future. Gifts to this Birthday Fund are, in fact, investments in that future.

The 150th Birthday Fund is the first major fund-raising campaign conducted on behalf of Indiana University since 1922. At that time, money was raised to fund the construction of the Indiana Memorial Union, the old Memorial Stadium, and the Memorial Residence Hall for Women.

Bloomington to Reap Benefits

The Bloomington community will derive special benefit from the growth and progress of the University. Of the Birthday Fund's eight major goals, six will expand facilities on the Bloomington campus—to include a wider range of activities for sports, academic, cultural, historic, and artistic pursuits of which Bloomington residents are welcome to avail themselves.

Also, the economic impact upon the city of Bloomington will be even greater than the University's present payroll of over \$5 million monthly for the 3,600 employees, and the \$13 million spent annually by the students in the community.

Over \$16 million of the \$25 million to be raised will be used to provide a "margin of excellence" for the following Bloomington campus projects:

Projects Supplement all Phases of Community Life

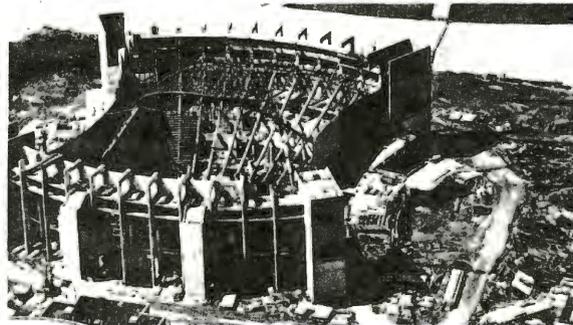
The **Musical Arts Center**, when completed in 1971, will be one of the finest opera halls in the United States. It promises to attract music lovers, because of the diversity of programming it will accommodate—everything from grand opera to ballet, and from recitals to chamber music.

Bloomington residents are especially fortunate to have access to the productions of the country's largest school of music, with over 600 programs to choose from annually.

The **Assembly Hall** will be one of the largest convention centers in the Midwest. It will be able to function as a theatre for 8,000, as a basketball arena for 17,500, and as an auditorium for 20,000. With this great flexibility, it will attract not only championship basketball but also plays and musical comedies; cultural, civic, and business oriented groups; as well as University convocations.

The **library acquisitions** and endowed **professorships and scholarships** will enable the University to keep and attract the best faculty, and will allow more students to attend the University with less financial pressure.

Further, the University Library will engage in a campaign of "retrospective book buying," which will make it one of the most complete academic libraries in the nation. The library acquisitions will also be beneficial to the Bloomington community. Students in the Monroe county school system will profit from the expanded facilities as they are permitted to use the University library at any time.



The University Assembly Hall under construction.

Of particular interest to Hoosiers will be the **Hoosier Heritage Hall**, which will be dedicated to the preservation and study of Indiana's history, artifacts, and folklore. In addition, it will house the University Museum, the Folklore Manuscript Collection, and the Archives of Traditional Music.

It will also include facilities to host conventions and professional meetings, which will bring still more visitors to Bloomington. The Hoosier Heritage Hall will be open to all departments within the University, to other institutions, and to citizens of the state of Indiana.

The **Fine Arts Pavilion**, currently in the early planning stage, will adjoin the Fine Arts Building. Designed to provide added space for the Fine Arts Department, this addition will serve as a facility for teaching museum techniques, providing laboratories for photographic and cinemagraphic techniques, and supplementing the accommodations for the Fine Arts Library, and the Fine Arts Collection.

When the new building is completed, visitors to the Fine Arts Museum will be able to view the University's entire collection of fine arts, presently valued at \$3 million.

Bloomington residents are not the only ones being asked to help sustain the progress of Indiana University. Alumni and friends of IU all over the United States are being asked to do their part. In addition, each community in Indiana with a regional campus is having a special drive. For instance, to date, the Ft. Wayne community has raised \$1 million for their campus. In Indianapolis, where the drive has just begun, the alumni division is seeking \$1,200,000, and business and civic leaders will raise another \$6 million for the Center for Advanced Research. The drive to benefit the Northwest campus (Gary) will begin in September, followed by similar drives for the Southeast (Jeffersonville-New Albany), South Bend, and Kokomo campuses.

PLAN OF CAMPAIGN FOR METROPOLITAN INDIANAPOLIS

INDIANA UNIVERSITY

P L A N O F C A M P A I G N

for the

Metropolitan Indianapolis Phase

in support of the Indianapolis

Center for Advanced Research

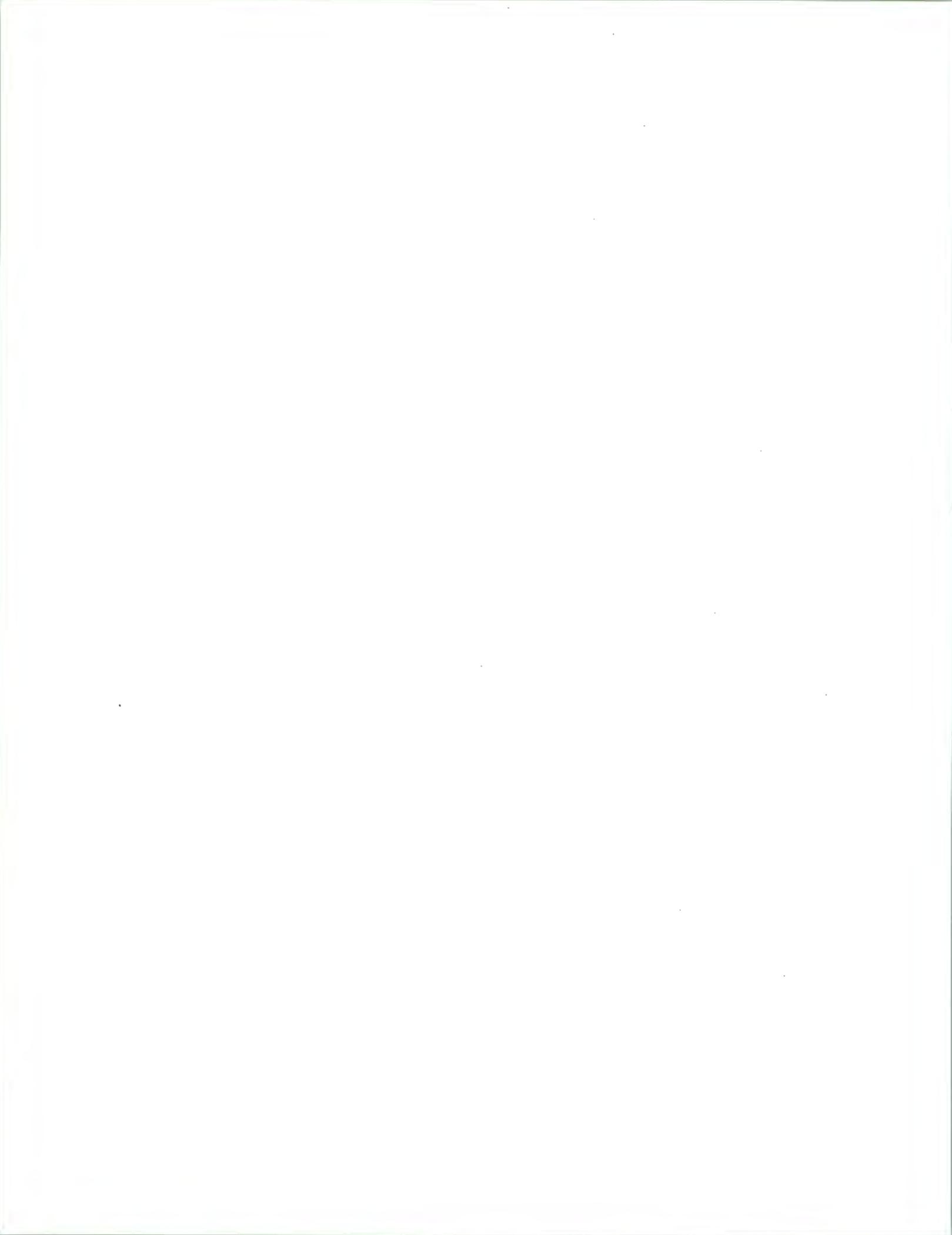


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OBJECTIVE

This plan is for the basic purpose of organizing and soliciting contributions to the Metropolitan Indianapolis Phase of the 150th Birthday Fund Campaign of Indiana University. The campaign will appeal to the alumni, neighbors, and other friends of the University.

Leadership Responsibilities

Byron K. Elliott, National Campaign Chairman, is chief executive officer of the campaign organization. He is acting under authority of the Board of Directors of Indiana University Foundation which in turn draws its authority from the Trustees of Indiana University.

General Chairman for the Metropolitan Indianapolis Phase is Noble L. Biddinger. Mr. Biddinger will organize the Indianapolis campaign as a unit of the National Campaign, working closely with the National Campaign Cabinet.

A campaign organization for Indianapolis has been outlined, using two principle soliciting divisions as follows:

VICE-CHAIRMAN I - Activity in this division will be confined to top level prospects, principally the existing national campaign prospects in the Indianapolis area. Three sections will be organized as indicated on the attached chart - (1) Primary Gifts (2) Major Gifts and (3) Special Gifts.

VICE-CHAIRMAN II - This division constitutes the 'community phase' of the campaign. Prospects will include those who are likely to be motivated only by the I.U.I. project. Three sections

will be organized as indicated on the attached chart - (1) Commerce & Industry (2) Professional Section and (3) Public Phase.

Indianapolis Sponsoring Committee: A number of prominent individuals will be enlisted to serve as a sponsoring group to contribute their knowledge and influence to the campaign. This is not expected to be an active working committee.

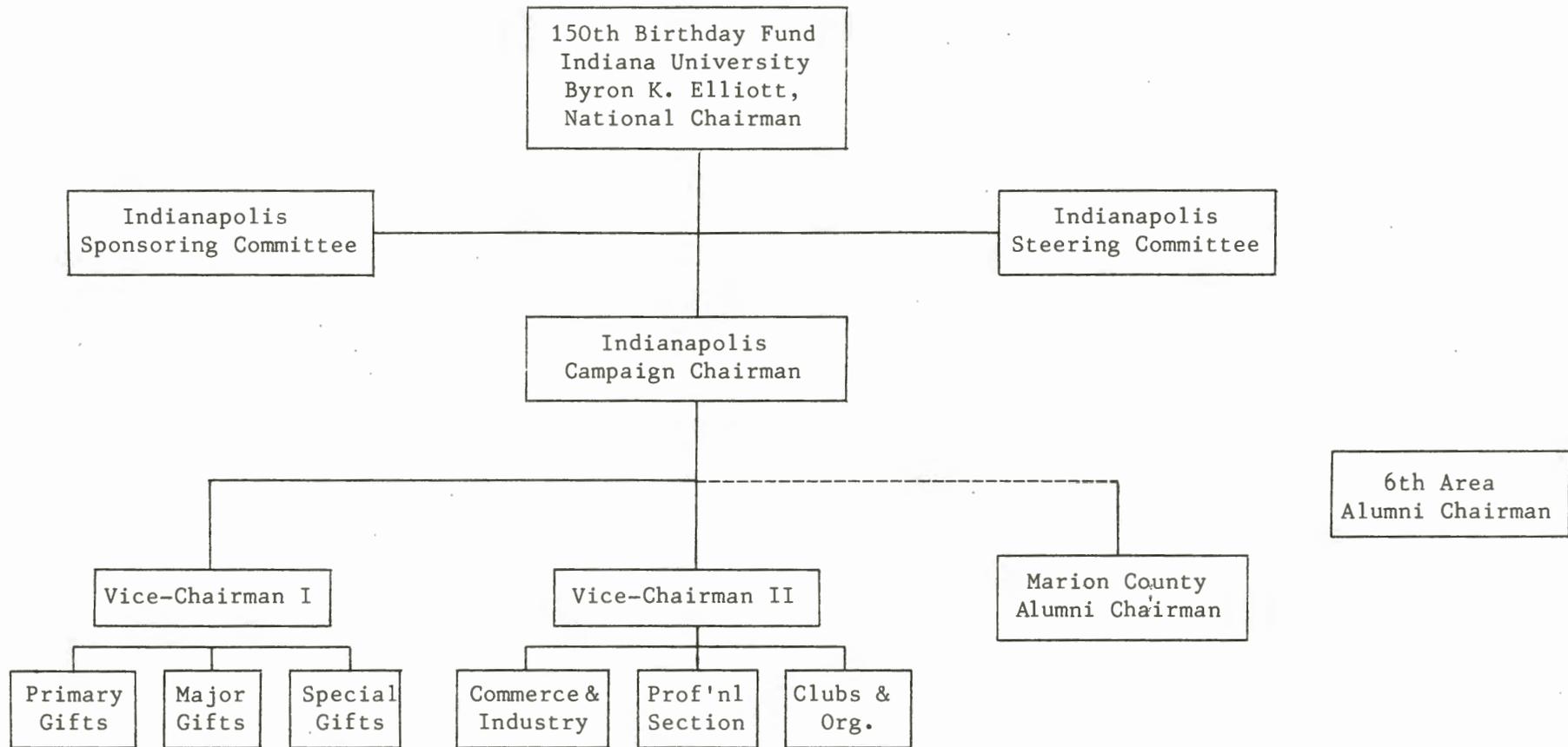
Indianapolis Steering Committee. The Indianapolis Chairman will appoint a steering committee to assist with the leadership and control of the campaign. Its membership will include the following:

Indianapolis Chairman
Vice - Chairmen
. . . and others

Ex Officio

President of the University
Chancellor
President, I.U. Foundation
Chancellor, IUI
National Chairman

Meetings of the Steering Committee shall be held on call of the Indianapolis Chairman who will preside. The campaign counsel will prepare the agenda and serve as secretary of the meetings.



Vice-Chairman I Activity in this section will be confined to top level prospects, principally the existing national campaign prospects in the Indianapolis area.

Vice-Chairman II This area constitutes the 'community phase' of the campaign. Prospects that are likely to be motivated only by the I.U.I. project.

Vice-Chairman III (Alumni Chairman) Because of the importance of the alumni phase (more than 16,000 prospects), this section may have to be completely re-structured. However, it should be fully coordinated with the state alumni campaign and Indianapolis campaign at the vice-chairman level and state alumni chairman level.

MANPOWER REQUIREMENTS

other than

Alumni Division

Division	<u>Est. No.</u> <u>Prospects</u>	<u>Section</u> <u>Chairmen</u>	<u>Majors</u>	<u>Captains</u>	<u>Committee</u> <u>Members</u>
Division I -					
Vice-Chairman					
Primary Gifts	50	1	-	2	10
Major Gifts	300	1	2	12	60
Special Gifts	500	1	4	20	100
Division II -					
Vice-Chairman					
Commerce & Industry	150	1	1	6	30
Professional Section	300	1	2	12	60
Public Phase	<u>1,500</u>	<u>2</u>	<u>12</u>	<u>60</u>	<u>300</u>
GRAND TOTALS	2,800	7	21	112	560

The above suggested outline of enlistments will assure that no one is required to handle more than 5 to 6 contacts each.

The Timetable

Factors in Timing. A multi-million dollar campaign is an undertaking of considerable complexity. The constituency must be informed; leaders and workers must be enlisted; prospective donors must be identified and classified as to giving potential, and assigned; the beginning of solicitation by various groups must be signaled at appropriate intervals; and finally, report meetings and the inevitable follow-up activity must be had in the closing weeks of each of the many individual phases. All of these activities must be scheduled with careful regard to the manpower available in campaign headquarters and provided temporarily by the University to service activities in the field.

It is sound campaign practice to seek the biggest gift first. The early moves, therefore, have special significance. Premature action, however, can be dangerous.

The simplified outline of activities which follows is divided into three phases in order to properly utilize the time allocated for this campaign.

It has been predetermined the Indianapolis Phase should combine with the National Campaign in a major Kick-off ceremony scheduled for mid-June, 1969.

Since this is not an ideal time of the year to launch a community campaign, it is suggested the Metropolitan Indianapolis effort be structured in three phases in order to properly utilize the less favorable sections of the calendar.

PHASE I Phase I consists of the top 200 prospects (Primary Gifts & Commerce-Industry) from which we should obtain at least 70 gifts totaling 75% of the Indianapolis goal (75% of \$6,000,000 = \$4,500,000). Efforts should begin immediately to obtain results from the top ten prospects prior to the scheduled mid-june Kick-off. Phase I efforts will be concentrated in June and July with some activity carrying over into August and early September. A work force of 40 plus volunteers will be required for this phase.

PHASE II Phase II will begin with planning sessions in late August with campaign activity concentrated in September

and October. This is the time of year when the community's attention will be centered around the annual United Fund Campaign. For this reason, prospects in Phase II (Major Gifts & Professional Section) will be confined to individuals who are I. U. Alumni or close friends of the University. It is estimated that prospects in this phase will total 600. This will require a work force of 120 plus volunteers.

PHASE III The broad 'Public Phase' of the campaign will begin activity immediately following completion of the United Fund annual drive. Efforts will be made to reach at least 2,000 prospects (Special Gifts & Public Phase) during November and December. This will require a work force of 400 plus volunteers.

AN ALL OUT PUSH WILL BE MADE TO CLOSE OUT ALL THREE PHASES OF THE COMMUNITY CAMPAIGN DURING JANUARY, 1970.

MARION COUNTY
ALUMNI PHASE Scheduling and organization of the Alumni Phase--to reach 20,000 plus additional alumni prospects--will not be the responsibility of the Metropolitan Indianapolis Phase. However, coordinating of time schedules and cross checking of prospect files will be cleared through the Indianapolis campaign office.

TENTATIVE TIME SCHEDULE

April 15 - 30

Staff and equip campaign headquarters
Draft tentative time schedule & budget
Begin prospect files
Begin evaluations - top prospects (200)
Define Case (By IUI officials)

May 1 - 15

Hold additional evaluation sessions
Establish definite date and plans for National Kick-off
Prepare 1st Draft for printed items
Draft case for Top Prospects
Schedule planning session with leadership
Begin enlistments Phase I volunteers

May 16 - 31

Begin execution of plans for Kick-off
(a) Invitation List
(b) Program
(c) Publicity
Assign Top Thirty Prospects
Recruit additional volunteers

June 1 - 15

Assign additional 170 Top Prospects
Kick-off Meeting (Nat'l. Campaign)
Continue work on prospect files
Continue evaluation sessions

June 16 - 30

Schedule review session with Leadership
Schedule meeting with Campus officials and
special prospects
Follow-up publicity on Kick-off meeting

July 1 - 15

1st Report on Top Prospects
Continue evaluation sessions
Determine enlistment requirements for
fall campaign.

July 16 - 31

2nd Report on Top Prospects
Schedule planning sessions with Leadership

August 1 - 30

Campaign office closed
Solicitation of Top Prospects continues
Enlistment of Phase II volunteers begins

September 1 - 15

Continue enlistments for Phase II volunteers
Schedule Kick-off Session Phase II

September 15 - 30

1st Report Phase II
Final Report Phase I
Publicity on Progress (if warranted)

October 1 - 15

Begin Enlistments for Phase III
Outline Schedule for Phase III (to begin after
completion of U.F.)
Continue evaluations

October 15 - 30

Second Report Phase II
Enlistments complete Phase III
All materials ready for Public Phase

November 1 - 15

Kick-off Phase III
Publicity Report on Results to-date

November 15 - 30

1st Report Phase III
Final Report Phase II

December 1 - 15

2nd Report Phase III

December 15 - 30

Holidays

Explore Additional Year-end Giving

January 1 - 15

Final Report All Phases

January 15 - 30

Clean - up period

Final Report

Supporting Functions

Evaluation. "What is my fair share?" Evaluations help us supply the answer. By use of this technique, now widely recognized as indispensable to effective campaigning, discussion of support with a prospective contributor can be established quickly at an appropriate level. Such preliminary counseling provides the solicitor with a well-informed and reasonable basis for asking, and relieves him of the necessity of relying on his own judgment, which may be colored or limited by lack of knowledge of his prospect.

Evaluating committees are composed of men and women qualified by knowledge and repute for their duty. For excellent and obvious reasons, they remain anonymous.

Indianapolis Campaign Headquarters. The campaign office will be under the direction of full-time professional fund-raising counsel. It is the responsibility of the Counselor to help lay leadership hold to the campaign timetable once it has been established and to help keep activities on target. He and his staff can counsel the leadership away from known pitfalls and toward experience-tested methods. New techniques

can be devised where needed.

The Campaign Counselor and his staff are responsible for the maintenance of accurate records, for staying within the approved expense budget, and for the promotion of the campaign through the use of printed materials, meetings, special events, and other appropriate methods.

National Campaign Office. Close contact will be maintained with the Bloomington Campaign Office in order to avoid all possible duplication of efforts. Gift subscriptions and payments received through the Indianapolis Office will be forwarded direct to the National Campaign Office for processing and delivery to the Indiana University Foundation.

A master control list of all prospects in the Metropolitan Indianapolis area (Marion County) will be maintained by the Indianapolis Office. All assignments will be coordinated with this listing in order to avoid any overlapping or conflict of interest.

IUI Campus Coordinator. To speed communication, research, and action, a person of responsibility at IUI should be designated by the appropriate authority to devote a portion of time, with top priority, to the business of the campaign.

In addition to providing information regarding the proposed RESEARCH INSTITUTE, there must be special and intensive effort at the Medical Center to help identify and cultivate prospects.

Publicity. Information on campaign developments suitable for distribution to news media will be prepared by the Campaign Office and delivered to the University News Bureau for appropriate handling. Progress bulletins will be produced by the campaign office and will be distributed to appropriate segments of the voluntary organization at appropriate intervals.

Sources of Support

National Campaign Prospects. There are 30 to 40 top Indianapolis prospects (\$100,000 and up) - individual and corporate - which have already been evaluated, assigned and some contacts made, through the National Campaign Office.

A review session should be scheduled - as soon as practical - with key members of the Indianapolis campaign, the National Chairman, and I.U. Officials to determine the best follow-through approach to these top prospects to insure maximum results for the total campaign.

There are an additional 300 plus Indianapolis individuals that have been reviewed and classified as Major Gifts prospects (\$25,000 to \$100,000) by the National Office. This list will be reviewed further by the Evaluation Committee and assignments made in accordance with individual evaluations.

Community Prospects. Efforts will be made to contact top firms of the business community, as well as leading individuals, families and foundations. It is estimated there are 2,500 to 3,000 worthwhile prospects that will be interested in the I.U.I. Research Institute.

Alumni. The campaign to reach the more than 20,000 Indiana University Alumni residing in Marion County, will be organized as a separate unit. Every effort will be made to coordinate activities to avoid duplicate contact of those individuals who may be scheduled for solicitation through the Metropolitan Indianapolis Phase.

Faculty and Staff. Each member of the I.U.I. faculty and staff will be given an opportunity to contribute to the 150th Birthday Fund. Timing of this phase of the campaign is an administrative decision for Indiana University, involving Bloomington and the regional campuses as well as I.U.I.

Standards of Giving

Large amounts of money are not raised by casual asking ("anything you can spare will be quite all right"). In advance of any asking whatever, the leaders must know what standards of giving are necessary to success. So informed, they can and must then communicate a sense of these standards to the entire constituency.

A table of standards of giving is a sobering thing, and rightly so. It says, in effect, that without gifts of the order indicated, the entire effort will fail. In a mood of urgency created by this awareness, campaign leaders are better prepared to offer specific suggestions to prospective donors.

One of the fundamentals of fund-raising, and one which we will practice throughout this campaign, is the identification, cultivation and thoughtful solicitation of the University's friends. The solicitor is more able to do a good job when he (1) proceeds in awareness of the caliber of gifts required for success and (2) makes each approach fortified by a specific evaluation.

The table which follows draws upon experience gathered on many campaigns.

INDIANA UNIVERSITY - INDIANAPOLIS

Suggested Chart of Necessary Standards for Success

<u>Number</u>	<u>Amount</u>	<u>Total</u>	<u>Cumulative Total</u>
1	\$1,000,000	\$1,000,000	\$1,000,000
2	500,000	1,000,000	2,000,000
2	250,000	500,000	2,500,000
<u>5</u>	100,000	500,000	<u>3,000,000</u>
10			50%
15	50,000	750,000	3,750,000
20	25,000	500,000	4,250,000
<u>25</u>	10,000	250,000	<u>4,500,000</u>
60			75%
50	7,500	375,000	4,875,000
50	5,000	250,000	5,125,000
<u>50</u>	<u>150</u>	125,000	<u>5,250,000</u>
220			87%
Numerous	\$ 1,000 & under	\$ 750,000	\$6,000,000 100%

The top 70 gifts as listed above total \$4,500,000. However, that total is made up, approximately 75% of the goal must come from not more than 70 donors - personal, family, corporate and foundations.

The above tabulation is intended to indicate general patterns, rather than provide a precise formula. Substitution may be necessary; the gifts that cannot be found in one category must be made up in others.

Fundamentals of Solicitation

- 1) No one asks another for a gift until he has pledged generously himself.
- 2) No one asks another for a gift until he has participated in group instruction to make him familiar with the 150th Birthday Fund program, and can answer questions pertaining thereto.
- 3) The two-man approach is recommended, especially to the large donor.
- 4) A minimum of two calls is indicated. Third and fourth visits may be necessary to produce truly significant pledges. The first call should be informative, explorative and stimulating and should end with the prospect knowing the hoped-for range of giving. The second call provides time for the appeal to "soak" and an opportunity to answer new questions or new objections.
- 5) The pledge card is never left with the prospect. It is produced only when the prospect is ready to sign in the presence of the solicitor. The card which is left may never be mailed in, or may come in with a disappointing figure.

- 6) The Donor may wish to protect his pledge through appropriate provision in his will, and this can be suggested to prospects close to the University.

- 7) Payments over a period of 36 months or four possible tax years are suggested but not stipulated. Potential upper-level subscribers will be informed that commitments over even a longer period, if desired, may be discussed. Since soliciting will be done over an extended period of time, no effort will be made to have payments on pledges start on a single given date, but special effort must be made to have the subscriber specify the beginning date and terms of subscription.

Basic Campaign Policies

- 1) Pledges containing unusual features will be submitted to the Indianapolis Steering Committee for decisions or referral to the Campaign Cabinet.
- 2) All securities will be recorded and forwarded to the National Campaign Office for delivery to Indiana University Foundation. Except as the donor may instruct, decisions as to disposal rests with the Foundation.
- 3) All life income, annuity, living trust, bargain sales, gifts in kind, or insurance-type gifts will be submitted to the Indiana University Foundation for drafting, appraisal and recommendation.
- 4) All pledge cards and payments will be recorded and forwarded promptly to the National Campaign Office for processing and delivery to the Office of the I.U. Foundation.
- 5) All acknowledgement letters and receipts will be processed by the National Campaign Office.
- 6) All printed materials essential to the Metropolitan Indianapolis Phase will be prepared by the Indianapolis Campaign Office and approved by the National Office.

- 7) All campaign news releases pertaining to the I.U.I.
Phase will be prepared by the Indianapolis office and issued through the Medical Center Office of the Indiana University News Bureau.

- 8) Pledges received will not be earmarked for specific projects or campaign divisions unless so designated by the prospective donor. For 'score-board' purposes, credit can be given to two divisions if the occasion warrants and the duplication eradicated by a control item so that nothing can be counted twice.

Campaign Expenses

The contract between the University and Ketchum, Inc. provides that total expenses aside from the Ketchum fee shall not exceed a specified amount, and that all expenditures shall be made in accordance with the prescribed budget.

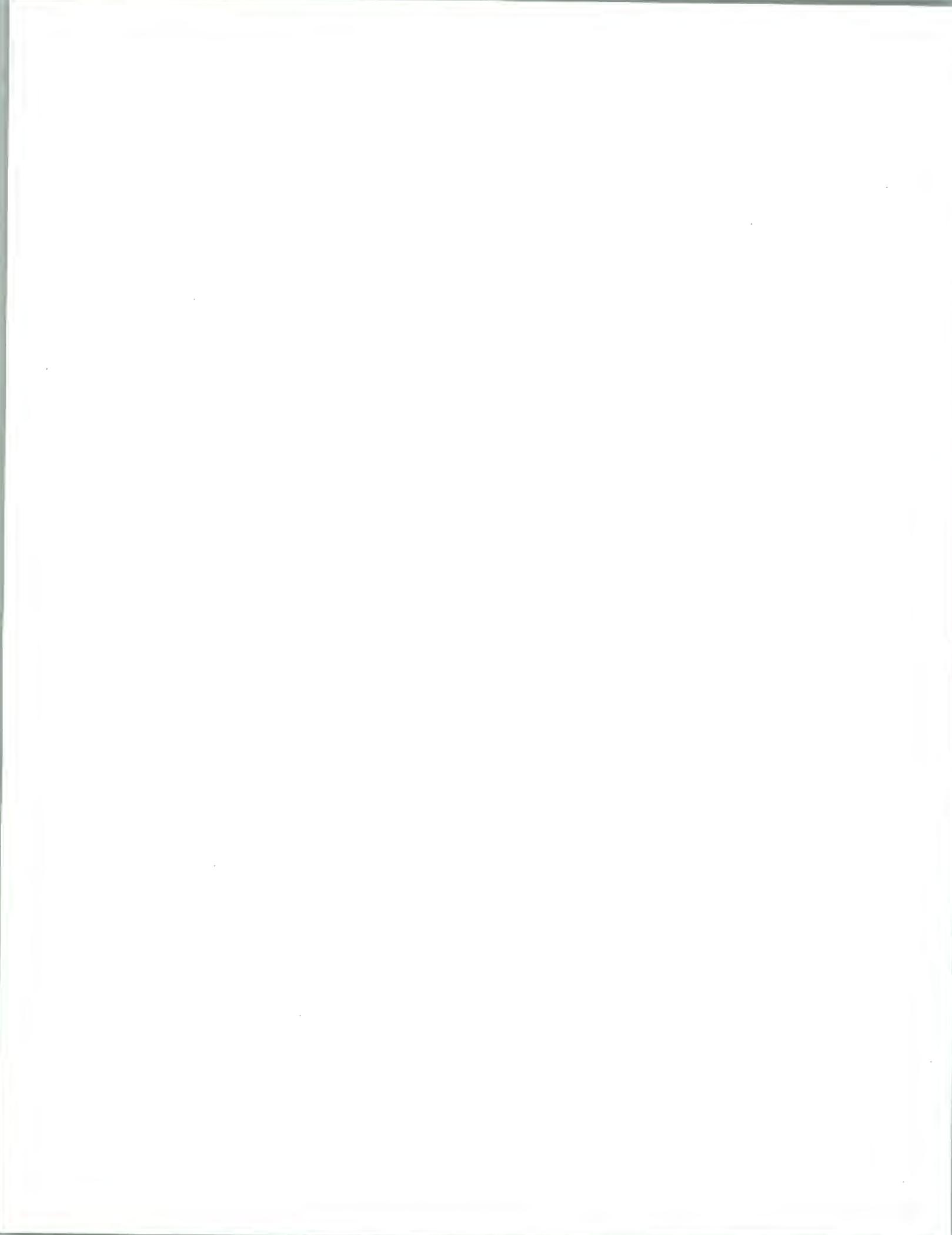
Expenses of the Metropolitan Indianapolis Phase are a part of the total National Campaign Budget.

All billings will be addressed to the Indianapolis Office and approved by the Campaign Counselor prior to forwarding to the National Campaign Office for processing and payment by I.U. Foundation. With the exception of petty cash expenditures, the campaign office does not make disbursements.

Campaign expenditures must be made with care and prudence. It is not the course of wisdom, however, to save pennies and lose dollars by using second grade working tools.

Note: The standard 150th Birthday Fund pledge card will be used.

CAMPAIGN FOR INDIANAPOLIS
CENTER FOR ADVANCED RESEARCH



Through a partnership with industry in the Indianapolis area, it is proposed to establish the IUI Research Institute which will have as its major goal the amalgamation of the health and engineering sciences for the development of instruments and systems for the delivery of health care. The Institute will be a part of Indiana University at Indianapolis but with a separate identity under the Indiana University Foundation. It will provide faculty rank for its staff to assure the development

of graduate training programs, and, at the same time, allow flexible working relationships with industry.

The alliance of various sciences with industry has been remarkably productive in the past three decades. Economic development for entire regions has been based on the manufacture of science-industrial products. The profits of these enterprises, wisely shared by industry and university, have helped finance the continued development of basic research and graduate education in the sciences. It is an exciting concept that can propel the university and the state to the forefront of applied research.

The program will need an estimated \$6 million in gifts.



A PRESENTATION
ON BEHALF OF
THE INDIANAPOLIS CENTER
FOR ADVANCED RESEARCH



THE
NEED
ISSUES
A
CHALLENGE

In 1964, the Industrial Development Committee of the Indianapolis Chamber of Commerce initiated a study to assess the immediate priorities for the economic development of Indianapolis in the decades ahead. Subsequently, in 1969, a similar investigation was conducted for the Metropolitan Planning Commission of Marion County by Hammer, Greene, Silar and Associates, an economic consulting firm located in Washington, D.C.

The conclusions of both studies dramatically called attention to two urgent needs in Indianapolis:

1. Research facilities, built on the inherent and technological strengths of Indianapolis, and
2. Graduate educational opportunities.

Modern technology is rooted entirely in advanced research which has shrunk space and time on earth, helped conquer disease, brought instant communication, increased human productivity of all material necessities to a miraculous degree, and put Americans on the moon.

Great new demands are being made on technology: control of pollution, requirement for scientific methods to develop

elaborate cost saving systems in present industries, more efficient production of power, more effective transportation of people and goods, improved techniques of construction of all kinds, to name only a few.

Leading scientists have pointed out that the number of outstanding research minds is finite, as is the number of advanced RESEARCH CENTERS. Indianapolis' industrial and scientific leaders, in urging such a CENTER here, underline the fact that the opportunities it would afford are not now available but urgently needed.

There has been a loss of key employees, especially in the scientific and engineering fields. The Industrial Development Committee of the Indianapolis Chamber of Commerce recently revealed that, "Indiana as a state ranks very high in the production of Ph. D. 's, but in science and engineering we are exporting 95 percent of our output. The highly trained people go to the areas where industry, research and greater educational facilities . . . have multiplied the opportunities for recognition and personal advancement." The proposed CENTER would not only keep such talent here, it could be expected

to attract superior minds from throughout the nation and from other countries.

A
JOINT
VENTURE

Recognizing that such a major research facility could not exist in an environment void of quality graduate educational opportunities, implementation of such a project was deferred until this void could be filled. With the development of Indiana University - Purdue University at Indianapolis, the necessary academic support for the project is now assured.

Indiana University and Purdue University, each steeped in individual tradition and academic achievement, join forces with business and industry to establish the INDIANAPOLIS CENTER FOR ADVANCED RESEARCH. The presidents and the boards of trustees of both Indiana University and Purdue University have pledged full cooperation and support for the proposed RESEARCH CENTER in Indianapolis.

PERTINENT
PARAGRAPHS

"During the remaining thirty years of this century, knowledge itself will be the most valuable and most competitive resource at our disposal.

We talk a lot in America about horsepower. However, our greatest national resource today is brainpower. This resource is the effective factor in the national equation. It only multiplies -- it never divides.

The proposed Indianapolis Center for Advanced Research will bring to Greater Indianapolis a unique opportunity and become a vital part of the total scientific and educational environment that will help bring to Greater Indianapolis in the decades ahead the kind of healthy growth and development we all covet for her.

The community that creates and supports the kind of research center contemplated for the Indianapolis campus will be in the vanguard of growth and progress."

Frederick L. Hovde
President
Purdue University

"The proposed Indianapolis Center for Advanced Research will provide for metropolitan Indianapolis a facility which will stimulate the academic environment, enhance industrial development and economic growth, and will capitalize on the scientific talent already available in the area.

And just as important, it will attract more scientific talent, both for the academic and the industrial community.

Both Indiana University and Purdue University are already cooperating to develop one of the nation's finest urban campuses for Indianapolis. The new research center will afford us a unique opportunity to make still greater contributions. In time, I am confident that this effort will be considered one of the most significant steps ever taken by the business and civic leaders of Indianapolis."

Joseph L. Sutton
President
Indiana University

THE ORGANIZATIONAL APPROACH The organizational approach being used is patterned after a number of other successful RESEARCH CENTERS which have contributed to the health and welfare of the citizens and the economic growth of their geographical areas and whose presence has provided the intellectual atmosphere necessary for expanded GRADUATE EDUCATION. The CENTER is incorporated as a separate, non-profit organization and will be operated independently with its

own Board of Directors and with its own staff and facilities. Indiana University and Purdue University have entered into a mutually beneficial working agreement with the CENTER, whereby the universities will provide academic missions in their respective disciplinary fields.

A
SCIENTIFIC
ADVISORY
BOARD

The Board of Directors in consultation with university officials have appointed a SCIENTIFIC ADVISORY BOARD of nationally recognized authorities in the fields of SCIENCE, MEDICINE, ENGINEERING and ELECTRONICS to counsel with CENTER and university officials to provide maximum flexibility for the new complex. In view of the rapidly changing science of medicine and similar changing methods of technology, no precise long-term plans have been developed for the new CENTER.

THE
ICFAR
PROGRAM

The CENTER'S program (in phases) will embrace much needed graduate educational opportunities and research facilities. Phase I will build on the inherent strengths of each university and the capability of IUPUI and will be designed to meet the immediate academic and technological needs of Indianapolis.

GRADUATE
EDUCATION

Expanded graduate educational programs now become feasible with the establishment of ICFAR. While the CENTER will not be a degree granting institution, its professional staff will hold faculty appointments to one or both of the collaborating universities. The INDIANAPOLIS CENTER FOR ADVANCED RESEARCH will provide research facilities for graduate students, post-doctoral guidance, and research training for outstanding scientists and engineers.

A visiting scholar program which will encourage and permit advanced graduate students and distinguished professors from other areas to conduct research in residence in Indianapolis is anticipated.

PHASE I

The initial schedule of graduate course offerings leading to a Ph. D. will include physics, chemistry, and the various engineering fields. The scope of course offerings will be broadened as the CENTER augments its staff as the need for a particular discipline is established. (These course offerings will be in addition to any which are now being offered at IUPUI.)

THE
RESEARCH
SPECTRUM
PHASE I

The amalgamation of health and engineering sciences for the development of instruments and systems for delivery of health care have priority in the CENTER'S initial research activity schedule. The value of bio-medical engineering study is reflected in the current revolution in medical diagnosis and treatment. It is the field of bio-medical engineering that someday may successfully develop the mechanical heart and other artificial human organs. There is an increasing concern that the scientific efforts of medicine may become less meaningful if medical research is not united with the current state of technological knowledge for the purpose of delivering effective patient care economically to everyone.

A multi-disciplinary approach to the development of health care technology could well make Indianapolis the world's center for this vital expanding field.

Although the CENTER initially plans to concentrate on bio-medical engineering problems, its staff -- particularly those identified with the physical sciences -- will be able to devote attention to research and consultation

needed by industry. Further, the drama of a safe environment opens up vast new areas in search for solutions to this perplexing series of problems. The priorities in the research spectrum will be defined on the basis of inherent strength of faculty and staff, the acuteness of need, and funding ability.

LOCATED
ON
CAMPUS

Physical facilities for the CENTER will be constructed on a site in the developing UNIVERSITY QUARTER, adjacent to the Medical Center. Initially, space will be provided for at least ten senior scientists and their supporting technicians and personnel. Cost of the facility, including specialized equipment and first-year salary and start-up expense is estimated at \$2,000,000. Operational cost for the second through the fifth years (equipment expenses, maintenance and salaries other than university personnel) is estimated at \$4,000,000. Operating revenues will be generated from grants, research contracts, royalty incomes, and university interaction funds. It is estimated that such revenues will support the CENTER after five years.

In cost accounting expenditures between research and education, it would be accurate on the average to allocate 50 percent of an overall ICFAR facility to education and 50 percent to research, despite the fact that as soon as graduate education is introduced into a research milieu no phase of the total activity can be said to be free of an instructional overtone.

PRIVATE
FUNDS
NEEDED

Therefore, to properly establish the CENTER and provide operating funds for the formative years, \$6,000,000 is currently being sought through a public fund raising campaign sponsored by the Indianapolis Chamber of Commerce through its Industrial Development Committee, the City of Indianapolis, Indiana University, Purdue University, and the leaders of both business and industry.

UNCOMMON
OPPORTUNITY

This is not a commonplace effort. It is beyond the commonplace and as such is in the tradition of all of Indianapolis' endeavors. Those who help to bring this research-graduate education program to full fruition can take pride in the knowledge that they have honored the past, enriched the present, and helped make the future a complement to both.

P L A N O F C A M P A I G N

to seek subscriptions

for the

Bio-Medical & Engineering Research Institute

of

Indiana University - Purdue University

at Indianapolis

A Joint Project of:

150th Birthday Fund
for Indiana University
and
Purdue Centennial Fund

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OBJECTIVE

This plan is for the basic purpose of organizing and soliciting contributions to the proposed Bio-Medical & Engineering Research Institute of Indiana University - Purdue University at Indianapolis. The fund-raising campaign is a joint project of the \$25,000,000 150th Birthday Fund for Indiana University and the \$25,000,000 Purdue Centennial Fund, both national in scope.

The Indianapolis target is \$6,000,000--proceeds of which will be credited 50% to the 150th Birthday Fund for Indiana University and 50% to the Purdue Centennial Fund, but specifically earmarked for the Indianapolis project. Procedures for the deposit and disposition of the Indianapolis campaign funds will be established in accordance with recommendations of legal counsel and the approval of officials from both Universities.

During the closing phases of the Indianapolis Community Campaign, each University will organize and solicit its respective alumni throughout Marion County. Proceeds of the alumni efforts will be directed to projects on the respective main campuses, unless otherwise specified by the donor.

Leadership Responsibilities

An Indianapolis campaign chairman will be selected to serve as chief executive officer of the campaign organization. He will be acting under the joint authority of the Trustees of Purdue University, and the Trustees of Indiana University.

Dr. Frederick L. Hovde, President, Purdue University, has designated Dr. Earl L. Butz to coordinate activities with the Purdue Centennial Fund. Dr. Joseph L. Sutton, President, Indiana University, has designated Howard S. Wilcox as the Indiana University coordinator.

A campaign organization for Indianapolis has been outlined, using three principle soliciting divisions as follows:

DIVISION I - Activity in this division will be confined to individual prospects (including private foundations). Three sections will be organized as indicated on the attached chart - (1) Primary Gifts (2) Major Gifts and (3) Special Gifts.

DIVISION II - This division constitutes the 'industrial community phase' of the campaign. Prospects will include those who are likely to be motivated only by the IUPU-I project. Three sections will be organized as indicated on the attached chart - (1) Corporate One (2) Corporate Two and (3) Public Phase.

DIVISION III - This division will handle solicitation of the business and professional firms in metropolitan Indianapolis. Three sections will be organized as indicated on the attached chart - (1) Business (2) Professional and (3) Public Phase.

Indianapolis Sponsoring Committee: A number of prominent individuals will be enlisted to serve as a sponsoring group to contribute their knowledge and influence to the campaign. This is not expected to be an active working committee.

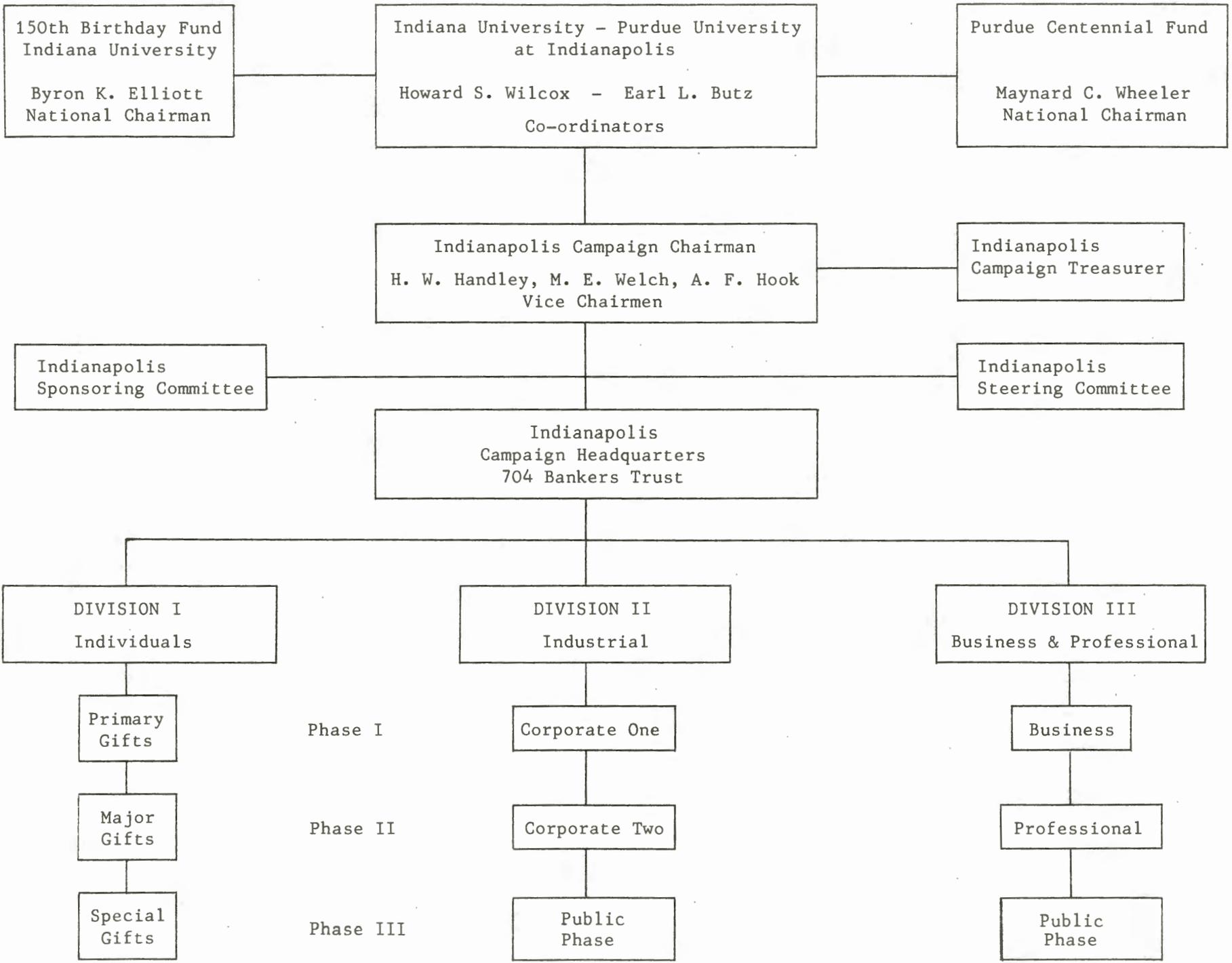
Indianapolis Steering Committee: The Indianapolis Chairman will appoint a steering committee to assist with the leadership and control of the campaign. Its membership will include the following:

Indianapolis Chairman
Vice - Chairmen
. . . and others

Ex Officio

President of Indiana University
President of Purdue University
President, Indiana University Foundation
President, Purdue Research Foundation
Chancellor, IUPUI
National Chairman, 150th Birthday Fund
National Chairman, Purdue Centennial Fund

Meetings of the Steering Committee shall be held on call of the Indianapolis Chairman who will preside. The campaign counsel will prepare the agenda and serve as secretary of the meetings.



MANPOWER REQUIREMENTS

other than

Alumni Division

Division	Est. No. <u>Prospects</u>	Section <u>Chairmen</u>	<u>Majors</u>	<u>Captains</u>	<u>Committee Members</u>
Division I - (Individuals)					
Vice-Chairman					
Primary Gifts	50	1	-	2	10
Major Gifts	300	1	2	12	60
Special Gifts	500	1	4	20	100
Division II - (Industrial)					
Vice-Chairman					
Corporate One	50	1	-	2	10
Corporate Two	150	1	1	6	30
Public Phase	300	1	2	12	60
Division III - (Business & Professional)					
Vice-Chairman					
Business	150	1	1	6	30
Professional	300	1	2	12	60
Public Phase	1,000	2	8	40	200
GRAND TOTALS	<u>2,800</u>	<u>10</u>	<u>20</u>	<u>112</u>	<u>560</u>

The above suggested outline of enlistments will assure that no one is required to handle more than 5 to 6 contacts each.

The Timetable

Factors in Timing. A multi-million dollar campaign is an undertaking of considerable complexity. The constituency must be informed; leaders and workers must be enlisted; prospective donors must be identified and classified as to giving potential, and assigned; the beginning of solicitation by various groups must be signaled at appropriate intervals; and finally, report meetings and the inevitable follow-up activity must be had in the closing weeks of each of the many individual phases. All of these activities must be scheduled with careful regard to the manpower available in campaign headquarters and provided temporarily by the Universities to service activities in the field.

It is sound campaign practice to seek the biggest gift first. The early moves, therefore, have special significance. Premature action, however, can be dangerous.

The simplified outline of activities which follows is divided into three phases in order to properly utilize the time allocated for this campaign.

It has been predetermined the Indianapolis Phase should begin publicized activities with an "Information Dinner" scheduled for October 13, 1969.

To capitalize on this date and the ensuing holiday season, it is suggested that this campaign effort be structured in three phases in order to properly utilize the less favorable sections of the calendar.

PHASE I Phase I consists of the top 250 prospects (Primary Gifts, Corporate One & Business) from which we should obtain at least 70 gifts totaling 75% of the Indianapolis goal (75% of \$6,000,000 = \$4,500,000). Efforts should begin immediately to obtain results from the top ten prospects prior to the scheduled October meeting. Phase I efforts will be concentrated in September and October with some activity carrying over into November and early December. A work force of 50 plus volunteers will be required for this phase.

PHASE II Phase II will begin with planning sessions in late October with campaign activity concentrated in November and December. By this time the community's attention will be diverted

from the annual United Fund Campaign. Prospects in Phase II (Major Gifts, Corporate Two & Professional Section) are estimated to total 750. This will require a work force of 150 plus volunteers.

PHASE III The broad 'Public Phase' of the campaign will begin organization during December, aiming for a Kick-off after the holidays. Efforts will be made to reach at least 1,800 prospects (Special Gifts & Public Phase) during January, February and March. This will require a work force of 360 plus volunteers.

AN ALL OUT PUSH WILL BE MADE TO CLOSE OUT ALL THREE PHASES OF THE COMMUNITY CAMPAIGN DURING MARCH, 1970.

MARION COUNTY
ALUMNI PHASE Scheduling and organization of the Alumni Phase-- to reach 22,000 plus Indiana University alumni prospects and 5,000 plus Purdue University alumni prospects (not reached through the Community Campaign)--will not be the responsibility of the Metropolitan Indianapolis Campaign Organization. However, coordinating of time schedules and cross checking of prospect files will be cleared through the Indianapolis campaign office.

TENTATIVE SUMMARY TIME SCHEDULE

September 2-30

Draft tentative time schedule & budget
Continue prospect files
Begin evaluations - top prospects (250)
Define Case (By IUPU-I officials)
Complete plans for Information Dinner
Prepare 1st Draft for printed items
Draft case for Top Prospects
Schedule planning session with leadership
Begin enlistments Phase I volunteers

October 1-15

Begin execution of plans for Information Dinner
 (a) Invitation List
 (b) Program
 (c) Publicity
Assign Top Thirty Prospects
Recruit additional volunteers

October 16-31

Assign additional (220) Top Prospects
Continue work on prospect files
Continue evaluation sessions
Schedule review session with Leadership
Schedule meeting with Campus officials and
 special prospects
Follow-up publicity on Campaign organization

November 1-15

1st Report on Top Prospects
Continue evaluation sessions
Begin Phase II of campaign

November 16-30

2nd Report on Top Prospects
Schedule planning sessions with Leadership
Active solicitation Phase II

December 1-31

Follow-up work on Phase I
Begin close out Phase II
Begin enlistments Broad Public Phase

January through March

Conduct Broad Public Phase campaign.

April through July

Conduct Marion County Alumni Campaign.

Indiana University: 22,000 Alumni prospects

Purdue University: 5,000 Alumni prospects

Note: The Alumni campaigns will not be a part of the Indianapolis joint campaign. They will be organized and conducted separately by the respective Universities. Full cooperation will be given to the Metropolitan Indianapolis campaign leadership with respect to the identification, enlistment, and solicitation of outstanding alumni for the community campaign.

Supporting Functions

Evaluation. "What is my fair share?" Evaluations help us supply the answer. By use of this technique, now widely recognized as indispensable to effective campaigning, discussion of support with a prospective contributor can be established quickly at an appropriate level. Such preliminary counseling provides the solicitor with a well-informed and reasonable basis for asking, and relieves him of the necessity of relying on his own judgement, which may be colored or limited by lack of knowledge of his prospect.

Prospect Review committees are composed of men and women qualified by knowledge and repute for their duty. For excellent and obvious reasons, they remain anonymous.

Indianapolis Campaign Headquarters. The campaign office will be under the direction of full-time professional fund-raising counsel. It is the responsibility of the Counselor to help lay leadership hold to the campaign timetable once it has been established and to help keep activities on target. He and his staff can counsel the leadership away from known pitfalls and toward experience-tested methods. New techniques can be devised

where needed.

The Campaign Counselor and his staff are responsible for the maintenance of accurate records, for staying within the approved expense budget, and for the promotion of the campaign through the use of printed materials, meetings, special events, and other appropriate methods.

National Campaign Offices. Close contact will be maintained with the Indiana University National Campaign office in Bloomington and the Purdue National Campaign office in Lafayette in order to avoid all possible duplication of efforts. Gift subscriptions and payments received through the Indianapolis Office will be recorded and deposited in accordance with procedures to be approved by both Universities. A complete audited record will be furnished to each National Campaign office.

A master control list of all prospects in the Metropolitan Indianapolis area (Marion County) will be maintained by the Indianapolis Office. All assignments will be coordinated with this listing in order to avoid any overlapping or conflict of interest.

IUPU-I Campus Coordinator. To speed communication, research and action, a person of responsibility at IUPU-I should be designated by the appropriate authorities to devote a portion of time, with top priority, to the business of the campaign.

In addition to providing information regarding the proposed RESEARCH INSTITUTE, there must be special and intensive effort to help identify and cultivate prospects.

Publicity. Information on campaign developments suitable for distribution to news media will be prepared by the Campaign Office and delivered to the Indiana University - Purdue University at Indianapolis News Bureau for appropriate handling. Progress bulletins will be produced by the campaign office and will be distributed to appropriate segments of the voluntary organization at appropriate intervals.

Sources of Support

National Campaign Prospects. There are a number of top Indianapolis prospects (\$100,000 and up) - individual and corporate - which have already been evaluated, assigned and some contacts made, through the two National Campaign Offices.

A review session should be scheduled - as soon as practical - with key members of the Indianapolis campaign, the two National Chairmen, and officials of both Universities to determine the best follow-through approach to these top prospects to insure maximum results for the total campaign effort.

There are additional Indianapolis individuals that have been reviewed and classified as Major Gifts prospects (\$25,000 to \$100,000) by the National Offices. These lists will be reviewed further by the Prospect Review Committee and assignments made in accordance with individual evaluations.

Community Prospects. Efforts will be made to contact top firms of the business community, as well as leading individuals, families and foundations. It is estimated there are 2,500 to 3,000 worthwhile prospects that will be interested in the IUPU-I Research Institute.

Alumni. The campaign to reach the more than 22,000 plus Indiana University Alumni and the 5,000 plus Purdue University Alumni will be organized as separate units by the respective Universities. Every effort will be made to coordinate activities to avoid duplicate contact of those individuals who may be scheduled for solicitation through the Metropolitan Indianapolis Campaign. The Alumni phase will emphasize campaign projects on the main campuses and will not be operated as a joint venture.

Faculty and Staff. Each member of the IUPU-I faculty and staff will be given an opportunity to contribute to the campaign. Timing of this phase of the campaign is an administrative decision for Indiana University and Purdue University officials.

Standards of Giving

Large amounts of money are not raised by casual asking ("anything you can spare will be quite all right"). In advance of any asking whatever, the leaders must know what standards of giving are necessary to success. So informed, they can and must then communicate a sense of these standards to the entire constituency.

A table of standards of giving is a sobering thing, and rightly so. It says, in effect, that without gifts of the order indicated, the entire effort will fail. In a mood of urgency created by this awareness, campaign leaders are better prepared to offer specific suggestions to prospective donors.

One of the fundamentals of fund-raising, and one which we will practice throughout this campaign, is the identification, cultivation and thoughtful solicitation of the Universities' friends. The solicitor is more able to do a good job when he (1) proceeds in awareness of the caliber of gifts required for success and (2) makes each approach fortified by a specific evaluation.

The table which follows draws upon experience gathered on many campaigns.

INDIANA UNIVERSITY - PURDUE UNIVERSITY

at Indianapolis

Suggested Chart of Necessary Standards for Success

<u>Number</u>	<u>Amount</u>	<u>Total</u>	<u>Cumulative Total</u>
1	\$1,000,000	\$1,000,000	\$1,000,000
2	500,000	1,000,000	2,000,000
2	250,000	500,000	2,500,000
<u>5</u>	100,000	500,000	<u>3,000,000</u>
10			50%
15	50,000	750,000	3,750,000
20	25,000	500,000	4,250,000
<u>25</u>	10,000	250,000	<u>4,500,000</u>
60			75%
50	7,500	375,000	4,875,000
50	5,000	250,000	5,125,000
<u>50</u> <u>150</u>	2,500	125,000	<u>5,250,000</u>
220			87%
Numerous	\$ 1,000 & under	\$ 750,000	\$6,000,000 100%

The top 70 gifts as listed above total \$4,500,000. However, that total is made up, approximately 75% of the goal must come from not more than 70 donors - personal, family, corporate and foundations.

The above tabulation is intended to indicate general patterns, rather than provide a precise formula. Substitution may be necessary; the gifts that cannot be found in one category must be made up in others.

Fundamentals of Solicitation

- 1) No one asks another for a gift until he has pledged generously himself.
- 2) No one asks another for a gift until he has participated in group instruction to make him familiar with the campaign program, and can answer questions pertaining thereto.
- 3) The two-man approach is recommended, especially to the large donor.
- 4) A minimum of two calls is indicated. Third and fourth visits may be necessary to produce truly significant pledges. The first call should be informative, explorative and stimulating and should end with the prospect knowing the hoped-for range of giving. The second call provides time for the appeal to "soak" and an opportunity to answer new questions or new objections.
- 5) The pledge card is never left with the prospect. It is produced only when the prospect is ready to sign in the presence of the solicitor. The card which is left may never be mailed in, or may come in with a disappointing figure.

- 6) The donor may wish to protect his pledge through appropriate provision in his will, and this can be suggested to prospects close to the Universities.

- 7) Payments over a period of 36 months or four possible tax years are suggested but not stipulated. Potential upper-level subscribers will be informed that commitments over even a longer period, if desired, may be discussed. Since soliciting will be done over an extended period of time, no effort will be made to have payments on pledges start on a single given date, but special effort must be made to have the subscriber specify the beginning date and terms of subscription.

Basic Campaign Policies

- 1) Pledges containing unusual features will be submitted to the Indianapolis Steering Committee for decisions or referral to the respective National Cabinets.
- 2) All securities will be recorded and forwarded to the Indianapolis Campaign Treasurer. Except as the donor may instruct, decisions as to disposal will be determined by officials for both Universities.
- 3) All life income, annuity, living trust, bargain sales, gifts in kind, or insurance-type gifts will be submitted to the Indiana University Foundation and/or the Purdue Research Foundation for drafting, appraisal and recommendation.
- 4) All pledge cards and payments will be recorded and forwarded promptly to the Indianapolis Campaign Treasurer for processing and deposit in accordance with procedures to be established by the two Universities.
- 5) All acknowledgement letters and receipts will be processed by the Indianapolis Campaign Office, with such additional acknowledgements as the respective Universities deem advisable.
- 6) All printed materials essential to the campaign will be prepared by the Indianapolis Campaign office, subject to approval of the two University coordinators.

- 7) All campaign news releases pertaining to the IUPU-I Phase will be prepared by the Indianapolis office and issued through the Indiana University - Purdue University at Indianapolis News Bureau.

- 8) Pledges received will be earmarked for the IUPU-I Research Institute unless otherwise designated by the prospective donor. For 'score-board' purposes, credit will be given 50% to the 150th Birthday Fund for Indiana University and 50% to the Purdue Centennial Fund. A control item will be maintained so that nothing is counted twice.

Campaign Expenses

The contracts between the Universities and Ketchum, Inc. provide that total expenses aside from the Ketchum fee shall not exceed a specified amount, and that all expenditures shall be made in accordance with the prescribed budgets.

Expenses of the Metropolitan Indianapolis Campaign are a part of the total National Campaign Budgets of both Universities.

All billings will be addressed to the Indianapolis Office and approved by the Campaign Counselor prior to forwarding to the I.U. National Campaign Office for processing and payment by the I.U. Foundation. Purdue will reimburse the I.U. Foundation for 50% of the Indianapolis campaign expenses. With the exception of petty cash expenditures, the campaign office does not make disbursements.

Campaign expenditures must be made with care and prudence. It is not the course of wisdom, however, to save pennies and lose dollars by using second grade working tools.

The following budget is therefore submitted, to become effective with the acceptance of this plan of Campaign:

EXPENSE BUDGET

1) Duplicating: \$ 1,000

Mimeographing, addressing and similar letter shop services performed by other than campaign headquarters and billed to the campaign.

2) Office Equipment: 2,500

Cost of purchasing, renting and maintaining all equipment including furniture. Items purchased are usually depreciated 50%, or thereabouts; this charge being retained as a campaign charge and at the end of the campaign, the equipment will be distributed to various arms of the Universities at the discretion of the Universities with appropriate bookkeeping transfers.

3) Payroll: 15,000

Salaries of clerical personnel but not including Ketchum personnel covered by contract or I.U. and/or P.U. administrative personnel with campaign responsibilities.

4) Headquarters Rental: 3,000

Includes electricity, heat, air conditioning
and janitor or maid service.

5) Headquarters Supplies and Forms: 2,500

- a) All supplies necessary to the operation
of the headquarters including hand towels,
soap, paper cups and drinking water;
- b) Letterheads, envelopes, subscription
cards, bulletin forms, worker's kits,
worker's and captain's envelopes and
all other forms;
- c) First-aid supplies, newspaper subscriptions,
classified advertising for headquarters
personnel, and cost of purchase or rental
of city and other directories and lists of
prospects.

6) Meetings: 5,000

Meals and gratuities, invitations, rental of
meeting room, rental of chairs and tables,
table markers, speakers' fees, campaign score-
board, all forms of entertainment, prizes, and
other expenses incident to meetings.

7) Postage: 1,000

Both purchased and metered.

8) Promotion and Publicity: 7,500

a) Artwork, photography, printing for information pieces, major booklet, memorial folder, proposals, (if printed) income tax, worker instruction, question and answer, general mailing and all other printed pieces designed to inform the public or the constituency.

b) Film strip, press and radio party, radio and television expenses, newspaper advertising, blow-ups, 24-sheets, bus or car cards, street banners, campaign progress indicator, window displays, and all other promotion and display expenses, including headquarters signs and wall charts.

9) Telephone & Telegraph 2,000

10) Transportation and Messenger Service:

500

Bus, taxi cab, plane and train fare and mileage
for the professional staff and volunteer
organization.

TOTAL \$40,000

Literature

The following will be produced by the Indianapolis campaign office, subject to approval by the Universities:

Special Indiana University-Purdue University at
Indianapolis Research Institute brochure

Question-and-answer folder

Folder of suggestions to workers

. . . and miscellaneous pieces as required

Note: A special pledge card will be used designating gifts for
INDIANA UNIVERSITY-PURDUE UNIVERSITY AT INDIANAPOLIS RESEARCH INSTITUTE.

September 4, 1969

MEMO TO: General J. O. Butcher - INDIANA UNIVERSITY
Dr. Earl L. Butz - PURDUE UNIVERSITY

FROM: Lewis W. Barron - Indianapolis

SUBJECT: TRANSMITTAL PROCEDURES - Indianapolis Joint Campaign
for
Indiana University - Purdue University at Indianapolis

The attached memo sets forth procedures to be followed for proper accounting of all subscriptions received through the Indianapolis campaign office. The method outlined was arrived at after numerous conversations with both National campaign offices and Indianapolis community leadership.

Please see that the memo is reviewed with, and accepted by, the proper parties at both Universities, particularly Messrs. Franklin (I.U.) and Freehafer (Purdue).

Resolutions designating the proper officials authorized to sell and transfer securities should be adopted by the proper authorities and copies forwarded to the Indianapolis Campaign Treasurer.

It is anticipated that upon completion of the active campaign phase a local collection system will be established under the supervision of the Indianapolis Campaign Treasurer with administrative assistance from the offices of Messrs. Franklin and Freehafer.

encl.

cc: Robert T. Sheplar
Howard S. Wilcox

INDIANA UNIVERSITY - PURDUE UNIVERSITY

at Indianapolis

RESEARCH INSTITUTE CAMPAIGN

TRANSMITTAL PROCEDURES

Incoming Campaign Funds

All campaign gifts received by the Indiana University - Purdue University at Indianapolis campaign will be recorded by the system outlined here. Through this method, notification of all gifts received will be sent to the Campaign General Chairman, the Campaign Treasurer, and the National Campaign offices of Indiana University and Purdue University. A final report on the campaign will be presented by the General Chairman to officials of the Indiana University - Purdue University at Indianapolis Research Institute, with appropriate copies to Bloomington and Lafayette.

Subscriptions will be sought in the name of INDIANA UNIVERSITY - PURDUE UNIVERSITY AT INDIANAPOLIS.

All cash, checks and securities designated for Indiana University - Purdue University at Indianapolis will be promptly recorded by the campaign office and immediately hand delivered to the Campaign Treasurer. The Treasurer will deposit funds, temporarily, in one of several Indianapolis banks as authorized by officials of Indiana and Purdue Universities. Disposition of securities and further transfer of funds will be in accordance with instructions from officials of both Universities. All pledge cards will be retained locally and procedures for follow-up collection will be established with the Indianapolis Treasurer.

Subscriptions received - through the Indianapolis Campaign office - which are designated for the National Campaigns of either Indiana or Purdue Universities will be forwarded direct to the respective campaign offices in Bloomington and Lafayette. A proper record will be made for audit purposes prior to forwarding everything pertinent to the subscription (pledge card, cash and/or checks and securities) direct to the National Office via Registered Mail.

Subscriptions that designate part of the gift for Indianapolis and part for either National Campaign will require special handling. Procedures will be determined on an individual basis using an accounts receivable/accounts payable approach.

Any checks payable to Indiana University or Purdue University . . . whether as the result of a split gift or for state tax purposes, will be forwarded direct to the respective National Campaign office.

Acknowledgment of gifts to Indiana University - Purdue University at Indianapolis will be handled as set forth herein.

For accounting purposes, the alumni phase of both universities will not be considered a part of the Indiana University - Purdue University at Indianapolis campaign. All subscriptions received as a result of these efforts will be directed through and accounted for by the respective National Campaign offices. Anything earmarked especially for the Indianapolis campus will be credited back to the Indiana University - Purdue University at Indianapolis Campaign Fund by the respective national office.

METHOD OF TRANSMITTAL

All subscriptions received by the Indiana University - Purdue University at Indianapolis Campaign, with or without payments in full or in part, and payments on subscriptions previously reported, will be listed on a TRANSMITTAL FORM (copy attached) and delivered to the Indianapolis Campaign Treasurer.

Transmittals are prepared in NCR sets of five. All copies are to be acknowledged by the Indianapolis Campaign Treasurer. Distribution will then be made by the campaign office as follows:

1. The first copy (white), labeled "Client's Copy", will be retained by the campaign office for inclusion in the Final Report for officials of Indiana University - Purdue University at Indianapolis Research Institute.
2. The second copy, (green) labeled "Report Copy" is for the Ketchum, Inc. copy of the Final Report.
3. The third copy, (yellow) labeled "Auditor's Copy" is for the Chief Financial Official of the Indiana University - Purdue University at Indianapolis Research Institute.
4. The fourth copy, (blue) labeled "Treasurer's Copy" will be retained by the Indianapolis Campaign Treasurer.
5. The fifth copy, (pink) labeled "Headquarters Copy" will be retained by the Indianapolis campaign office as a work copy.

Additional Xerox copies will be distributed as follows:

1. Indianapolis Campaign Chairman
2. National Campaign office of Indiana University.
3. National Campaign office of Purdue University.

ACKNOWLEDGMENTS:

All pledges regardless of size, will be acknowledged from the campaign office by use of a printed card, over the signature of the Indianapolis Campaign Treasurer.

In addition, special acknowledgments may be made as follows:

1. The Indianapolis General Chairman on examining his copy of the transmittals will determine what letters he wishes to write by way of special personal acknowledgment.
2. The National Campaign offices of Indiana and Purdue Universities on examining their copies of the transmittals will determine what special acknowledgments they wish to be made by proper officials of the respective Universities.

OFFICE PROCEDURES:

Detailed instructions for the preparation of transmittals, posting of Master and Division cards, transfer of funds, etc. will be found in a separate office memo entitled "Instructions for Auditing and Transmitting Subscriptions".

Sponsoring Committee

LYMAN S. AYRES
Chairman of the Board
L. S. Ayres & Company

CHARLES A. BARNES
President
P. R. Mallory & Co. Inc.

EUGENE N. BEESLEY
Chairman of the Board
Eli Lilly and Company

THOMAS W. BINFORD
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JOHN BURKHART
President
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ELDON CAMPBELL
Vice President & General Manager
WFBM Stations

CARL R. DORTCH
Executive Vice President
Indianapolis Chamber of Commerce

DAVID K. EASLICK
President
Indiana Bell Telephone Company

ROY C. ECHOLS
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Mayor
City of Indianapolis

FRANK E. MCKINNEY
Chairman of the Executive Committee
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EUGENE S. PULLIAM
Assistant Publisher
Indianapolis Star and News

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Chairman of the Board
Thomas & Skinner, Inc.

MATTHEW E. WELSH
Partner
Bingham Summers Welsh & Spilman

HOWARD S. WILCOX
President
Howard S. Wilcox, Inc.

DONALD E. WOOD, M.D.



Indianapolis is a city of progress . . . dynamic . . . vigorous . . . sweeping away urban decay . . . building broad new expressways . . . a metropolis equal to the best on earth. I am proud to join with other members of the Indiana University family in support of the Indianapolis Center for Advanced Research . . . still another indication of the vitality of a great and growing city that seeks to serve her people even better.

Byron K. Elliott
*National Chairman
Indiana University 150th Birthday Fund*



Through the rich educational resources of Purdue and Indiana Universities, The Indianapolis Center for Advanced Research can assure a steady stream of well-trained graduates for the business, professional, industrial and educational enterprises of Greater Indianapolis. On behalf of Purdue University's Centennial Fund and the Trustees of the University, it is our privilege to help launch this Center and wish it well for a successful, meaningful voyage.

Maynard C. Wheeler
*National Chairman
Purdue University Centennial Fund*



The proposed Indianapolis Center for Advanced Research will provide for metropolitan Indianapolis a facility which will stimulate the academic environment, enhance industrial development and economic growth, and will capitalize on the scientific talent already available in the area. And just as important, it will attract more scientific talent, both for the academic and the industrial community.

Both Indiana University and Purdue University are already cooperating to develop one of the nation's finest urban campuses for Indianapolis. The new research center will afford us a unique opportunity to make still greater contributions. In time, I am confident that this effort will be considered one of the most significant steps ever taken by the business and civic leaders of Indianapolis.

Joseph L. Sutton
*President
Indiana University*



The community that creates and supports the kind of Research Center contemplated for the Indianapolis campus will be in the vanguard of growth and progress and will become a vital part of the total scientific and educational environment that will help bring to Greater Indianapolis in the decades ahead the kind of healthy growth and development we all covet for her.

Frederick L. Hovde
President, Purdue University

ASSAULT BRIGADES

David R. Derge

July 1, 1970

General Joseph O. Butcher

"Assault Brigade"

At the campaign executive committee meeting June 10th, President Sutton designated you to serve on a committee with him to work out details for the organization of "special assault teams" to concentrate on pushing each of the eight projects of the 150th Birthday Fund over their original goals. He indicated you would serve as chairman.

In most instances, these "special teams" would not be utilized until late September or early October. However, considerable advance planning and preparation will be necessary if the plan is to be successful. Therefore, we offer the following outline for your consideration and implementation at an early date.

THE PROBLEM:

As of 5/30/70 gifts to the 150th Birthday Fund totaled \$19,354,370. Approximately \$6,000,000 of this amount has been earmarked by the donor for projects other than the eight goals of the Birthday Fund (see schedule attached). There is strong indications this trend will continue and that when we reach our \$25,000,000 goal (hopefully by early fall) we will still need several millions in additional gifts to complete our original objectives.

SUGGESTED SOLUTION:

Our existing campaign organization has been in various stages of solicitation for almost two years and will reach a phase out period, probably within sixty days. (Except of course for the very special prospects under the care of Dr. Wells and one or two others.)

It is our considered opinion that maximum results can be achieved by re-grouping into "special teams," each of which will concentrate on one of the eight major goals of the 150th Birthday Fund.

These "special teams" should each be started with a staff member from the 150th Campaign Office; a senior faculty member from the department involved, a senior University official; and a campaign cabinet member. From that nucleus, they can develop their own "miniature campaign". . . fully coordinated with the over-all activities of the 150th Birthday Fund.

The broad responsibility of the four individuals mentioned above would be as follows:

CAMPAIGN STAFF MEMBER - Serve as unit director to organize, coordinate, and execute a special emphasis campaign for the particular project involved. He will be responsible for the supervision of all clerical activities, prospect lists, and scheduling of his unit to insure proper coordination with other 150th Birthday Fund activities.

SENIOR FACULTY/STAFF MEMBER - This individual would serve as the 'resident expert' with respect to the particular project involved. His knowledge would be used to develop additional sales tools where needed. He would assist with the identification of prospects to determine their relevance to the project. He would assist campaign staff members and volunteers with group presentations and individual solicitations, when requested.

SENIOR UNIVERSITY OFFICIAL - This official should be available to counsel and assist his unit as the official voice of the university in group presentations and individual solicitations, thereby reducing the number of campaign requests made to President Sutton and Chancellor Wells.

CAMPAIGN CABINET MEMBER - As the senior volunteer member of the unit, this individual would work with the Campaign Office staff member to recruit additional volunteers as needed. He would personally sponsor, or arrange for the sponsorship of special presentations to selected groups of key prospects.

The current status of the eight major goals of the 150th Birthday Fund and our suggestions for implementing each are as follows:

<u>ASSEMBLY HALL</u>	<u>GOAL</u>	<u>PLEGDED 5/30/70</u>	<u>BALANCE NEEDED</u>
	\$500,000	\$211,964	\$288,036

Donor interest in designating gifts for Assembly Hall has not been as wide spread as originally anticipated. Efforts to push this project over the goal will meet some competition from the Astro-turf and the new track solicitations particularly among the more affluent prospects.

A senior member of the Athletic Department and a senior officer of the University should be designated to work with Robert J. Stebbins of the campaign staff to plan and execute a concentrated program to obtain a minimum of \$288,036 of additional subscriptions to complete the ASSEMBLY HALL project.

<u>FINE ARTS</u>	<u>GOAL</u>	<u>PLEGDED 5/30/70</u>	<u>BALANCE NEEDED</u>
	\$2,500,000	\$112,935	\$2,387,065

The Fine Arts project has generated very little general campaign support.

There are several prospective donors with substantial giving capacity that have indicated an interest in this project. Dr. Wells is currently negotiating a gift which may provide more than \$1,000,000 for the proposed new gallery. With this lead gift in hand, and supplemented by more definitive sales tools, we would be in a better position to discuss specifics with a number of interested individuals.

A senior member of the Fine Arts Department and a senior officer of the University should be designated to work with W. Edwin Clapham of the Campaign staff to plan and execute a concentrated program to obtain the balance of gifts needed for this project.

HOOSIER	<u>GOAL</u>	<u>PLEDGED 5/30/70</u>	<u>BALANCE NEEDED</u>
HERITAGE	\$1,300,000	\$442,572	\$857,428

Substantially all of the funds earmarked for the Hoosier Heritage complex have been contributed by the Lilly Interests for the Glenn Black Laboratory. Dr. Wells is presently cultivating two prospects, both of whom have the giving capacity to contribute the balance needed for completion. However, the project appears salable to a larger number of prospects. Therefore we should designate a senior member of the department involved, and a senior University officer, to work with Robert J. Stebbins of the campaign staff to plan and execute a "special team" effort to complete this project.

LIBRARY	<u>GOAL</u>	<u>PLEDGED 5/30/70</u>	<u>BALANCE NEEDED</u>
ACQUISITIONS	\$2,000,000	\$1,609,449	\$390,551

Response to Library Acquisitions has been excellent. Since more than 80% of this goal has been pledged, and we continue to receive additional designations, we do not propose to organize a "special team" effort for this project.

MUSICAL	<u>GOAL</u>	<u>PLEDGED 5/30/70</u>	<u>BALANCE NEEDED</u>
ARTS	\$5,100,000	\$2,737,095	\$2,362,905

This is the largest Bloomington Campus project in the 150th Birthday Fund, but it has not proven popular with the average donor. Of the \$2,737,095 earmarked for Musical Arts, \$2,650,000 has come from four contributors. In view of this response, and the substantial balance needed to complete the project, we attempted -several months ago- to develop a special emphasis on Musical Arts. At the campaign executive committee meeting, March 30, 1970, Dean Bain agreed to designate a senior member of his staff to work on this project. He appointed Dean George Krueger, who after visiting the Campaign Office and discussing what was involved, decided he could not accept this particular responsibility. We have received various lists of prospective

donors from the School of Music. However, these are of minimal value to us unless someone with intimate knowledge of the patrons and programs of IUMAC take an active and enthusiastic interest in our fund raising efforts.

A senior faculty member of the School of Music and a senior officer of the University should be designated to work with Clum Bucher of the campaign staff to plan and execute a concentrated campaign to raise the \$2,387,065 needed to complete the Musical Arts Center.

PROFESSORSHIPS & SCHOLARSHIPS	<u>GOAL</u> \$4,100,000	<u>PLEDGED 5/30/70</u> \$4,723,494	<u>BALANCE NEEDED</u> \$ Open-end
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This has been the most popular of our eight major projects and the only one - so far - to exceed the original target. A "special team" effort will not be necessary.

IUPU-I RESEARCH CENTER	<u>GOAL</u> \$6,000,000	<u>PLEDGED 5/30/70</u> \$ 5,360	<u>BALANCE NEEDED</u> \$5,994,640
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This special project campaign is independently organized and staffed as a joint venture - in Indianapolis - with Purdue University. The campaign, which is considerably behind schedule, has faced numerous delays by Indianapolis business leaders seeking to obtain further refinement of the project and a substantial challenging gift before launching a community campaign. 50% of the gifts subscribed will be credited to the 150th Birthday Fund and 50% will be credited to the Purdue Centennial Fund. However, all receipts will be deposited to the account of the Indianapolis Center for Advanced Research. Because of the unique nature of this project, further special efforts on behalf of the 150th Birthday Fund are not warranted. . . at this time.

REGIONAL CAMPUSES	<u>GOAL</u> \$3,500,000	<u>PLEDGED 5/30/70</u> \$941,852	<u>BALANCE NEEDED</u> Open
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The \$3,500,000 goal for Regional Campuses is intended to be raised through community oriented campaigns in each of the regional campus cities, for special projects on each local campus. So far, only one of these five community campaigns has been conducted. This was a joint venture for the combined Indiana-Purdue campus at Fort Wayne.

Vice President Ryan and his staff are developing projects for each of the other campuses and we will campaign just as soon as community attitudes permit.

The Regional Campus goal may be decreased (or increased!) depending upon the response of business leaders in each community. Negative attitudes and/or conflicting fund drives are delaying our efforts in each case.

SUMMARY:

Prospects look good for reaching \$25,000,000 by early fall. HOWEVER, we are likely to be several million dollars short on four critical projects. We need four senior faculty members part-time and four senior university officials on stand-by (subject to other commitments, of course) . . . to help launch the "Assault Brigade" to reach the following goals:

<u>PROJECT</u>	<u>BALANCE NEEDED</u>
ASSEMBLY HALL	\$ 288,036
FINE ARTS	2,387,065
HOOSIER HERITAGE	857,428
MUSICAL ARTS	2,362,905

YOU HAVE THE POWER OF THE DRAFT . . . WE MUST RELY ON VOLUNTEERS. IT WILL TAKE BOTH TO ACHIEVE TOTAL VICTORY!

JOB:dc
Attachment

blind carbon copy to:
Chancellor Herman B Wells
Byron K. Elliott
W. Edwin Clapham
Clum Bucher
Robert J. Stebbins

5 extra copies made for
General Butcher

CGK

Four Target Teams Aiming At Goals



BAIN



HARTLEY



RISTINE



BUCHER

Musical Arts Center

The Musical Arts Center, the largest of the 150th Birthday Fund projects on the Bloomington campus, is under construction at a cost of \$10 million. Half this cost is funded by Federal grants, leaving \$5,100,000 to be raised through the Birthday Fund.

To date, \$2,851,941 has been raised for the Center, which will be the most complete musical performance training facility in the nation.

Concentrating on the Musical Arts Center goal are Wilfred C. Bain, dean of the IU School of Music; Joseph Hartley, vice president and dean of academic affairs; Mrs. Richard Ristine, Indianapolis, volunteer, and Clum Bucher, staff member.

They are working together to contact prospects with an interest in musical arts and are being assisted by the Indiana Friends of Music.

Four "target teams" have been organized within the 150th Birthday Fund campaign to concentrate on completing four of the projects.

Each team is composed of a senior faculty member, a University official, a volunteer and a 150th Fund staff member. They were chosen because of their personal interest and knowledge of the project. Their targets and the amounts needed to complete the projects are:

Musical Arts Center—\$2,350,949

Fine Arts Pavilion—\$1,200,000

Hoosier Heritage Hall—\$1,055,847

Assembly Hall equipment—\$208,664



ARMSTRONG



ORWIG

Assembly Hall

The drive to finance equipment to make Assembly Hall athletic arena convertible into a large theater or even larger convention center is lacking only \$208,664 at this point in the Birthday campaign.

The team to bring in this victory is composed of William Orwig, IU athletic director, senior faculty member; William S. Armstrong, president of the IU Foundation, representing the University administration, and Robert Stebbins, staff member. Stebbins is doing double duty also on the Hoosier Heritage Hall team.



HURT



ASHTON



MENKE



STEBBINS

Hoosier Heritage Hall

Hoosier Heritage Hall, the proposed historical museum complex, is at this point \$1,055,847 short of the objective.

The target team working to complete the project is composed of Wesley Hurt, director of the IU Museum, senior faculty member; University Professor John Ashton, University official; IU Trustee Robert Menke, volunteer, and Robert Stebbins, staff member.

The many potential donors interested in the preservation of history will be hearing from this team.

The first element of the museum complex, the Glenn A. Black Laboratory of Archaeology, is nearly finished.



SOLLEY



CARTER



ADAMS



HOPE



CLAPHAM

Fine Arts Pavilion

Raising an additional \$1.2 million for the Fine Arts Pavilion, to be constructed on Bloomington campus, will be the target of the newly organized Pavilion team.

Members of this team are Thomas Solley, assistant director of the IU Fine Arts Museum, senior faculty member; Byrum E. Carter, chancellor

of the Bloomington campus, University official; James S. Adams, a member of the board of the IU Foundation and a partner in Lazard Freres and Company, New York, and Prof. Henry R. Hope, director of the Fine Arts Museum, volunteers, and W. Edwin Clapham, staff member.

When the \$2.5 million goal has been attained, the University will

proceed with construction plans for the Pavilion on land already designated for the purpose.

The Pavilion will provide adequate and appropriate exhibition and storage space for IU's sizeable art collection, teaching and conservation facilities and galleries for traveling exhibitions.

1820



Indiana University Foundation
150th BIRTHDAY FUND
for Indiana University

1970

"Sample of

Staff Work"

MEMO

Seventh Floor • Tower • Indiana Memorial Union • Bloomington, Indiana 47401 • 812-337-8933

To: General Joseph O. Butcher

Date: January 7, 1971

From: Clum C. Bucher

Subject: Musical Arts Center
Assault Team Report

The Musical Arts Center Assault Team was given the responsibility of raising \$2,362,905 of the \$5,100,000 goal. The Assault Team members are Dean Wilfred Bain, Senior Faculty Member; Dean Charles Webb, Faculty Member; V.P. Joseph R. Hartley, University Official; Mrs. Lou Ristine, Cabinet Member; and Clum Bucher, Campaign Staff Member.

The Assault Team's plans of procedure were:

1. To organize and plan a campaign to raise \$2,350,949 for the Musical Arts Center. (Meeting was held in Indianapolis 11-16-70. Additional meetings will be held whenever the need arises.)
2. To gather names of prospects and foundations interested in Musical Arts. To identify and evaluate them. The prospects to be put into groups of ten; "Top" 10 - second ten, etc. The same procedure will be followed with foundations.
3. To assign prospects and foundations to solicitors. Each assignment will be made on an individual basis. In each case the solicitor will be the "logical" person, or persons.
4. To make appointments and call on prospects. As prospects move up or down in priority assignments may change.
5. To continue to identify and research prospects and foundations.
6. To continue calls on prospects and foundations; plan will be to make 3-5 calls and contacts a month on prospects; 1-2 calls a month on foundations.
7. To work with Friends of Music and Music Alumni Association to help them organize and conduct a campaign within their organizations' members to raise funds for the Musical Arts Center.
8. To prepare a brochure for memorial seating. Also prepare a letter to accompany the brochure when it is sent to prospects.

1820



Indiana University Foundation
150th BIRTHDAY FUND
for Indiana University

1970

Seventh Floor • Tower • Indiana Memorial Union • Bloomington, Indiana 47401 • 812-337-8933
April 23, 1971

Dear Hoosier Heritage Hall Donor:

On Wednesday afternoon, 21 April, the University dedicated the Glenn C. Black Archeological Laboratory, the first unit of the complex to be known as Hoosier Heritage Hall. It was made possible by a generous grant from the Lilly Endowment.

It is heartening to have this project completed, and it encourages us to move ahead more vigorously in the raising of sufficient funds for the building of the building to house the Museum of Anthropology, Folklore, History and appropriate classrooms, offices, and working spaces for the study of traditional and historical materials that constitute our cultural heritage, and for the display of those materials.

We are grateful for the contribution you have already made to this significant project. We are enclosing a brochure which lists opportunities for commemorative or other gifts, with the thought that you might wish to increase your contribution to the project by sponsoring one of these areas, which would be suitably marked to commemorate your gift. Pledges for these or for smaller amounts for general purposes could be spread over three or four years and would enable us to move forward rapidly toward the construction of the next phase of the complex. Former students of the late Professor Georg Meumann might wish to make a gift in his memory.

In any event, whether or not you feel that you can increase your contribution, we hope that when you next visit the University, you will make it a point to visit the Glenn Black Laboratory.

If you have any questions about this, a representative of the Foundation will be happy to visit you and discuss the situation with you.

With real gratitude for the support you have already given,

Sincerely yours,

J. W. Ashton, Emeritus Professor
English and Folklore
Chairman-Hoosier Heritage Hall Task Force,
Senior University Official

Enc.

OUT OF STATE MAJOR GIFTS CAMPAIGN

October 31, 1969

Major Gifts Approach

1. I cannot emphasize too much the need to have contemporaries solicit contemporaries. It's the key to all of this.

2. There is no reason why the procedures outlined in the workers' instruction manual cannot be applied to major gifts prospects. Similarly, Lew Barron's suggested memo from Byron Elliott to campaign workers contains universal concepts which may be used anywhere.

3. In the case of major gifts, the individual approach is necessary, and it must be geared precisely to the situation. The solicitor must decide whether to pressure a prospect or just to suggest a gift. He must decide from his own fund of knowledge just what kind of an approach is most likely to be successful with each prospect. The solicitor must know what "strings to pull" for each prospect, and what kinds of suggestions will cause the prospect to react in the desired way.

4. While the principle of personal solicitation for the Birthday Fund is the same for all gifts, the major gift, obviously, is a tougher project, one requiring greater emphasis on specific programs of possible interest to the prospective donor.

5. The major gift prospect's interests should be known by the man contacting him. That, hopefully, is why the contact man was chosen or volunteered. Again, this is the key we talked of. An individual who is familiar with the likes and interests of a prospective donor will be best able to determine a specific approach.

6. I have talked with the General about this, and based on our conversations and the notes I have, I hope this comes close to your requirements. This is, of course, a draft, and you are free to alter it in any way you want to, or in any way which will make it more to the point and more effective. It is blunt, I know--but I suspect the major gifts people appreciate bluntness. It can be very businesslike if used properly.

Suggested procedures for Major Gifts workers

1. Know your prospect. An individual in a position to make a major commitment to the 150th Birthday Fund should not be approached generally. The solicitor must have knowledge of specific areas in which the potential donor may be interested.

A knowledge of the potential donor's attitude toward philanthropies is important, as is a knowledge, generally, of his current financial state and prospects. Has he suffered recent reverses? A recent windfall? To what has he given in recent years? Has he any ties at all to Indiana University? To the state? To the midwest? Has he a specific interest in any field in which the University excels or seeks aid?

2. Frankly, decide on an approach. Is the prospective donor in your debt in some way? Are you in his? Does he respond to pressure, or to informal suggestion? Are you in a position to give a strong and confident approach, based on your knowledge of the prospect? Would suggestions that contributions are in hand from those with whom he is competing or those with whom he needs to be on good terms be effective? If he contributes, are others likely to do so in an effort to emulate his action?

3. At the level at which we are talking, a man's time is money. How much of his time can you take? How many meetings is he likely to be able to make, or to allow from a schedule? How does he do business? Formally or informally? Does he make decisions of the type we are asking him to consider on the golf course or in his office?

4. Don't hesitate to call for heavy artillery, if needed. University administrators, faculty and staff members stand ready to assist you in making a presentation if a prospective donor needs or wants information on a specific area; or if the prestige of having a major university officer call on him will help gain a decision in the Fund's favor.

5. There are many other organizations competing for the same money you are seeking. To get it, you must be the best-prepared, most reasonable and least pleading individual the donor faces. You do not seek charity. You are proposing investment in an educational institution which in turn may enhance the life or business of the individual concerned through the availability and training of its graduates, or the services it provides the public. Keep pointing this out--it is your most potent weapon, more potent than nostalgia with persons in a position to make major grants to I.U.

6. Above all, remember your approach must be dictated by personality--yours and his--and by circumstances of the moment. We cannot give you a standard sales approach in a campaign which calls for personal contact at all levels, and especially at the major gifts level. All we can do is remind you to keep the things listed above in mind, and to approach your prospective donor with a positive attitude, and with as much information as you and he are likely to need in reaching a decision with regard to a contribution.

Clum Bucher

150th BIRTHDAY FUND

Seventh Floor, Tower - Indiana Memorial Union
 Bloomington, Indiana 47401 -- Tel: 812-337-8933

MAJOR GIFTS

AREA CHAIRMAN REPORT FORMS - PROSPECTS

AREA (States)

Chairman

Prospects

Identified

Evaluation
 Thousands of \$
25-100 1-25

Assigned to
 & Date

Results

150TH BIRTHDAY FUND
OUT OF STATE MAJOR GIFT REPORT
January 1, 1970

AREA CHAIRMAN	STATES	NUMBER OF		PLEDGE CARDS DELIVERED	VICE-CHAIRMEN	DATE APPOINTED	NUMBER OF PROSPS. & CORPS ASSIGNED AND DATE
		PROSPS.	CORPS.				
<u>VERN BOXELL</u> Vice Pres. Hill & Knowlton 150 E. 42nd St. New York, NY 10017	NEW JERSEY	28	5	2/20/69	Vern Boxell Fred Cook Wilson H. DeCamp David R. Dilley Saul Abraham Howard R. Hawkins	2/69 9/69 11/69 11/69 11/69 11/69	10/24/69
	NEW YORK	90	74				
<u>CARROLL BUTTS</u> Butts Rental, Inc. 5380 N. Federal Denver, Colo. 80221	COLORADO	6	1	1/9/70	Carroll Butts, William Todd,	12/9/69	(3) on 1/9/70
				1/9/70		12/9/69	(3) on 1/9/70
	MONTANA	1	0				
	UTAH	2	1				
<u>WILLIAM D. TODD</u> 81 South 8th Boulder, Colo.	WYOMING	0	0				
<u>DR. LOWELL T. COGGESHALL</u> R. R. 3 Foley, Ala. 36535	ALABAMA	6	1	7/69	Dr. Lowell T. Coggeshall	2/69	
	GEORGIA	2	1				
	N. CARO.	5	1				
	S. CARO.	3	0				
<u>ROBERT DOBBINS</u> 4657 Mission St. San Francisco, Calif. 94112	CALIFORNIA (San Fran.)	20	4	11/69	Robert Dobbins,	11/69	(1)11/3/69
						Doug Moffat	11/69

AREA CHAIRMAN	STATES	NUMBER OF		PLEDGE CARDS DELIVERED	VICE-CHAIRMEN	DATE APPOINTED	NUMBER OF PROSPS. & CORPS ASSIGNED AND DATE	
		PROSPS.	CORPS.				PROSPS.	CORPS.
<u>CHARLES HORNBOSTEL</u> Occidental Petroleum Corp. 10889 Wilshire Blvd. Los Angeles, Calif. 90024	CALIFORNIA (L.A.)	36	3	11/5/69	Charles Hornbostel	10/69		
<u>DR. DIXON HUGHES</u> 1215 28th St. Sacramento, Calif. 95816	CALIFORNIA (Sacramento)	2	0	11/21/69	Dr. Hughes	10/69	(1) on 11/21/69	
<u>DR. BEN J. SIEBENTHAL</u> 5301 F. St., Suite 108 Sacramento, Calif. 95819				11/21/69	Dr. Siebenthal	10/69	(1) on 11/21/69	
<u>JOHN KLOPP</u> 820 A Avenue San Diego, Calif. 92118	CALIFORNIA (San Diego)	4	0	11/6/69	John Klopp Dr. Roger Isenhour Brig.Gen.Lara P. Good Herbert Weisheit Wm. Miller	11/6/69 " " " "	(1 on 1/6/70) " " "	
<u>ROGER W. EISINGER, JR.</u> Air Rights Bldg. 7315 Wisconsin Ave. Bethesda, Maryland 20014	MARYLAND VIRGINIA	10 6	1 1	2/20/69	Roger W. Eisinger, Jr.	2/69		

AREA CHAIRMAN	STATES	NUMBER OF		PLEDGE CARDS DELIVERED	VICE-CHAIRMEN	DATE APPOINTED	NUMBER OF PROSPS. & CORPS ASSIGNED AND DATE	
		PROSPS.	CORPS.				PROSPS.	CORPS.
<u>ED KELLEY</u> Consolidated Cigar Corp. 529 Fifth Ave. New York, N.Y. 10017	CONNECTICUT	7	8	2/20/69	Ed Kelley	2/69		
					A. Robert Matt, Chr.	4/69	7)5/69	
	MAINE	0	0					
	MASS.	7	3		Dr. Jenkinson	4/69	2)5/69	
					Sam Kane	"		1)5/69
					Bob Shrock	"	3)5/69	
	N. H.	1	0	Bob Shrock	4/69	1)5/69		
	R. I.	3	3	Ed Kelley	2/69	3)1/6/70		
	VERMONT	2	1	Ed Kelley	2/69	2)1/6/70		
<u>ROBERT L. KENDERDINE</u> Kenderdine Agency 112 E. Oak St. Palestine, Texas 75801	LOUISIANA	1	0	2/20/69	"Jick" Kenderdine	2/69		
	OKLAHOMA	2	1					
	TEXAS	22	10		Bill Curry	9/69	3 on 10/2/69	
				Lester Logue	8/69	4 on 10/69		
				John Tuthill	8/69	3 on 10/69		
				Will Catterton	8/69	2 on 9/69		
<u>JAMES PATRICK</u> Valley Nat. Bank 141 N. Central Ave. Phoenix, Ariz. 85004	ARIZONA	22	0	3/69	James Patrick	2/69		
	N. MEXICO	2	0					

AREA CHAIRMAN	STATES	NUMBER OF		PLEDGE CARDS DELIVERED	VICE-CHAIRMEN	DATE APPOINTED	NUMBER OF PROSPS. & CORPS ASSIGNED AND DATE	
		PROSPS.	CORPS.				PROSPS.	CORPS.
<u>ROBERT RAVENSBERG</u> Ravensberg & Assoc., Inc. 4471 Castelman St. Louis, Mo. 63110	ARKANSAS	0	0	2/20/69	Bob Ravensberg	2/69	4 on 11/1/69	
	KANSAS	4	0		Tom Lundstrom, Chr. Forrest Eherenman	7/69 10/69		
	MISSOURI	12	7		Jack Holder Glenn Mitchell	12/69 9/69		
<u>TED SMITH</u> Texas Gas Transmission Co. 3800 Frederica St. P.O. Box 1160 Owensboro, Ky. 42301	KENTUCKY	21	7	2/20/69	Ted Smith	2/69		
	MISSISSIPPI	3	0		R. W. Brandon Dr. R. Hart	9/69 9/69		
	TENNESSEE	4	0					
<u>MOSES B. THOMPSON</u> c/o Geo. A. Hormel Co. 501 16th Ave., N.E. Austin, Minn. 55913	IOWA	7	6	2/20/69	"Tommy" Thompson	2/69		
	MINN.	8	8		Bill McFadzean,	12/69	8)12/69	
	NEBRASKA	2	0		Tommy Thompson	12/69	2)12/69	
	N. DAKOTA	1	0		" "	12/69	1)12/69	
	S. DAKOTA	1	0		" "	12/69	1)12/69	
	WISCONSIN	8	6		Tom Erickson	12/69	3)12/69	

AREA CHAIRMAN	STATES	NUMBER OF		PLEDGE CARDS DELIVERED	VICE-CHAIRMEN	DATE APPOINTED	NUMBER OF PROSPS. & CORPS ASSIGNED AND DATE	
		PROSPS.	CORPS.				PROSPS.	CORPS.
<u>PAUL TOBIN, V.P.</u> White Motor Corp. P.O. Box 5757 842 E. 79th St. Cleveland, Ohio 44103	OHIO	52	32	2/20/69	Paul Tobin	2/69		
	MICHIGAN	53	23		Larry Cohn	7/69		
<u>DOUGLAS WHITLOCK</u> Whitlock, Markey, & Tait Shoreham Bldg. Washington, D.C. 20005	WASH., D.C.	17	0	2/20/69	Doug Whitlock	2/69		
<u>JOHN YOUNG</u> 2075 Dutch Ridge Rd. Beaver, Pa. 15009	DELAWARE	8	4	2/20/69	John Young	2/69		
	PITTSBURGH PA.	27	23		Chas. Benzel	9/69	2)12/69	
					Bob Cavanaugh	9/69	3)12/69	1)12/69
	PHILADELPHIA PA.	12	5		Paul Mayfield	12/69	2)12/69	1)12/69
W. VIRGINIA	1	0	John Young		6)12/69			
				Russell Bradley	12/69			
				Clyde Hare	12/69			
				Ed Boehne	12/69	4)1/70		
				Sam Ninness	10/69	4/1/70		
				Dave Rothrock	10/69	4/1/70		
NONE SELECTED	FLORIDA	66	0					

AREA CHAIRMAN	STATES	NUMBER OF		PLEDGE CARDS DELIVERED	VICE-CHAIRMEN	DATE APPOINTED	NUMBER OF PROSPS. & CORPS ASSIGNED AND DATE	
		PROSPS.	CORPS.				PROSPS.	CORPS.
JOHN WILSON resigned 12/69 due illness	ILLINOIS	122	50	2/20/69	Charles Barnhill	5/69	5	5/69
					Jim Cathcart	"	"	"
					James Fausch	"	"	"
					Irvin Grimes	"	"	"
					R. Hiller	"	"	"
					Wilbur Legg	"	"	"
					Keith Masters	"	"	"
					Howard Robinson	"	"	"
					Andrew Thomson	"	"	"
					David Elmore	"	"	"
					Richard Glenn	"	"	"
					Eugene Fletchall	"	"	"
					Robert Keck	"	"	"
Charles Leist	"	"	"					
Thomas Mathers	"	"	"					
Robert Pebworth	"	"	"					
Wendell Snyder	"	"	"					

JAN. 1970 TOTAL MAJOR GIFTS: \$553,704.11
RECORDED ON CAMPUS BOARD REPORT: 33,387.50
TOTAL: \$587,091.61

SUMMARY OF DISCUSSION HELD AT BLOOMINGTON JANUARY 15, 1970
Attended By Stebbins, Bucher, Jones, Clawson, Alltop

The primary purpose of the meeting was to analyze and review the task of soliciting alumni outside Indiana. It was agreed that since the 150th Birthday was to be the main subject for discussion at the Alumni Clubs' annual Founders Day meetings, mention should be made at these meetings of the Birthday Fund and those in attendance should be told that each alumnus will be solicited. It was also agreed that efforts should be made to get to these meetings as many of the potential large givers as possible. Such attendance can be encouraged by personal effort and assigning individuals to the task of getting certain people there.

In a separate discussion among Stebbins, Bucher and Alltop, it was agreed that as Bucher carries out the program for Major Gift solicitation, he will assist in preparing for the mass alumni solicitation as he visits the areas. Reasons for this are twofold. First, in the out of state area, we will be dealing with the same leadership no matter what we undertake to do. The Alumni Club and its officers are the keys to all that will be done. It is believed that these leaders should be told about the total campaign at the start, with emphasis on the point that it is good fund raising practice to get the large gifts first. Therefore, solicitation of Major Gifts will be carried out first, to be followed immediately by the mass alumni solicitation, some to be solicited in person and some by mail.

It was felt that Bucher, in addition to paving the way for mass alumni solicitation, could also make a usable evaluation of alumni in the area. This can be done by having lists of all alumni in the area for review by Major Gift workers. It was suggested by Alltop and approved that this evaluation be for the purpose of picking out all alumni who are believed to have annual incomes of \$10,000 or more, to be solicited personally. It is believed that an evaluation based on income will be more accurate and easier to get in areas outside the state than the "guess" of what people will give.

After such evaluation is completed, then the staff will prepare cards and the Alumni Division staff will follow through with the project. Of course, it is hoped and expected that the same workers who helped in Major Gift solicitation will assist in the Alumni project by helping with the procurement of manpower to do the job.

The plans suggested for areas outside Indiana are actually like what has been done in Indiana except in Indiana the Alumni solicitation in most cases got started before the Major Gift solicitation. Now that the Major Gift solicitation is underway, we can see that we must call upon somewhat the same leadership in each area to get the total job done.

Summary written by Alltop
1-16-70

To: Memorandum for the Record Regarding
Major Gifts
From: General Joseph O. Butcher

Date: January 29, 1970
Subject:

On January 19 I met with Mr. Bucher and Mr. Stebbins as a follow-up meeting of the meeting that was held with Stebbins, Bucher, Jones, Claussen, and Alltop on January 15. The general subject of both meetings was the solicitation of major gifts and also special gift amounts by and from alumni and friends outside the state of Indiana. During this January 19 meeting it was agreed that Mr. Bucher would continue to work with his volunteers in his 49 states in evaluating the alumni cards that he holds for his particular division. These cards would be evaluated as major gift prospects and secondarily as special gift prospects. The first group of cards would be solicited first with the volunteers Mr. Bucher has already obtained.

The special gift prospects would follow at a later date using some of the same leadership that had been used for the major gift solicitations. (If necessary, others would be solicited as volunteer workers to assist.) The special gift solicitation would be done in only a few select areas. It was anticipated that these areas would probably not be more than 12 in number. The final agreement was that Mr. Bucher and Mr. Stebbins were assigned joint responsibility to plan, coordinate and organize the effort for the special gift solicitation in such areas of the country as they may select outside of Indiana.

JOB:dc
cc: Mr. Bucher
Mr. Stebbins

April 13, 1970

James E. Patrick
Valley National Bank
141 North Central Avenue
Phoenix, Arizona 85004

Dear Jim:

The weather is finally catching up with the season. Warm enough to get out on the golf course.

Enclosed is my subjective evaluation of the Arizona Alumni, who were not evaluated at our Tuesday night, March 10, meeting at Mountain Shadows.

In sum, there were approximately 368 cards. One in Group B (\$2,401 to \$10,000), 37 in Group C (\$1,200 to \$2,400), 72 in Group D (\$360 to \$1,200) and 258 in Group E (no evaluation). You have all the Arizona and New Mexico cards. The New Mexico cards have not been evaluated.

The approximate total evaluation of these cards would range from \$33,728 to \$127,200. Add this to those evaluated March 10 and you have an idea of the amount the Arizona Alumni can pledge to the 150th Birthday Fund over a three year period.

You might consider getting volunteers to call on the 38 in Groups B and C plus those cards your men put in Group A, B, and C March 10.

Also, enclosed is the 150th Birthday Fund report for the first quarter of 1970. Please feel free to make any comments or suggestions you might have.

I have to go to Denver and California this spring and I plan to schedule the trip with my work with you in May. Anytime you have planned for us to get together in May will be satisfactory to me.

In the meantime, enjoy the beautiful weather and write me anytime I can be of assistance.

Sincerely yours,

Clum Bucher
Executive Associate

CCB/rll
Encls.

cc: Gen. Butcher, Bryron Elliott, Bob Kidd

Bucher's Evaluation of Cards not
Evaluated by Committee 3-10-70

	B	C	D	E	B,C,D	
	2,401 10,000	1,201 2,400	360 1,200	write letters		
Phoenix	1	11	40	112	52	27,611 to 74,400
Scottsdale		9	13	33	22	25,489 to 37,200
Sun City		2	1	15	3	2,761 to 6,000
Mesa		2	4	9	6	3,842 to 9,600
Tempe		2	2	26	4	3,120 to 7,200
Apache Junction		2	0	0	2	2,402 to 4,800
Casa Grande		1	0	4	1	1,201 to 2,400
Flagstaff		3	3	11	6	4,683 to 10,800
Yuma		1	0	6	1	1,201 to 2,400
Greenville		0	1	1	1	360 to 1,200
Tumacori		0	1	1	1	360 to 1,200
Cottonwood		1	0	0	1	1,201 to 2,400
Camp Verde		1	0	1	1	
Kearney		1	0	0	1	1,201 to 2,400
Coolidge			1	0	1	360 to 1,200
Sonoita			1	0	1	360 to 1,200
Cornville			1	0	1	360 to 1,200
Kingman			1	0	1	360 to 1,200
Litchfield			1	0	1	360 to 1,200
Luke A.F.B.			1	0	1	360 to 1,200
Line Top			1	0	1	360 to 1,200
Wickenburg		1	0	2	1	1,201 to 2,400
Douglas		0	0	2	0	
Others		0	0	35		
	1 2,401 10,000	37 5,407 30,800	72 25,920 86,400	258 write letters "	110 33,728	127,200

ROBERT L. KIDD
401 Dewey Avenue
Bartlesville, Oklahoma 74003

SAMPLE LETTER

July 7, 1970

To The Regional Chairmen for Major Gifts
Indiana University 150th Birthday Fund Campaign

Gentlemen:

Latest reports from our 150th Birthday Fund office in Bloomington indicate that we have raised over \$20,000,000 of our campaign goal of \$25,000,000. In this total, our Major Gifts Division solicitation has resulted in pledges exceeding \$1,055,500. In addition, seven of the fifteen Regional Chairmen have made pledges totaling more than \$220,000.

We have now reached the stage in our once-in-a-lifetime 150th Birthday Fund Campaign when it would be a splendid idea for us to be able to announce a total of the gifts made by individuals who are working in the Major Gifts Division. I am, therefore, wondering if the Regional Chairmen would take another look at their personal contributions and also examine the list of their Vice-Chairmen who have not yet pledged with view to concluding our work this fall.

For your information, the full amount of a bequest may be counted upon receiving a statement that provision therefore has been made in the donor's will.

Please keep in mind that contributions may be made over a period of years; the pledge is the important item now.

The loyalty and generous and deep commitment of you Regional Chairmen has already been demonstrated by your substantial work commitments. Your personal pledges and those of your Vice-Chairmen will be timely and much appreciated.

Cordially yours,

Robert L. Kidd
Chairman Major Gifts Division

RLK

Indiana University Foundation
150th BIRTHDAY FUND
for Indiana University

MEMO

To: General Butcher, Clum Bucher, & Ed Clapham Date: July 27, 1970

From: Robert J. Stebbins

Subject: Cincinnati special gifts
solicitation as relates to
Major Gift solicitation

The following is the results of our discussion on Cincinnati from the meeting of July 27, 1970.

1. We will have an alumni special gift solicitation of the Cincinnati area.
2. This solicitation will not be an alumni volunteer organized effort. The limited prospect in area will be solicited by the University staff person. A local alumnus who would be appropriate to help on each individual case would be used if necessary.
3. Area Major Gift Chairman, Jerry Tobin has three Major Gift committee workers in Cincinnati - these workers have approximately 16 Major Gift prospect cards.
 - A). The 150th special gifts staff solicitation will not have these prospect cards in his portfolio to solicit.
 - B). The 150th special gifts staff solicitation will not use these committee workers on his solicitations, as individual alumni helpers, except if they want to.
4. Bob Stebbins will evaluate the Cincinnati cards the evening of July 30 at Jack Taylors residence. The 16 Major Gift cards will be pulled out of evaluations.
5. Bob Stebbins with the evaluators on the 30th, (A) will explain the Major Gift committee efforts in the community and persons involved and the committee approach to the prospect cards. (B) Will explain how university will solicit Special Gift cards in area. University person will do this himself but the University person will be calling on them for individual prospect solicitation information and to go in with him on the solicitation if needed.
6. A staff person to be appointed to solicit the prospect cards in Cincinnati and four Indiana Counties by September 1, 1970. The solicitation to take approximately 60 days.
7. Cincinnati Area Tentative Alumni Special Gift Chart follows.

Cincinnati Area
(tentative organizational chart)

County	County Seat	No. grads Men-Women	No. 1969 giving	No. Prospects	No. special Gifts-above	Committee Needs
Cincinnati (town)		314	57	287	28	8
Cincinnati Area	--	--	--	--	--	--
Dearborn	Lawrenceburg	130	8	60	6	2
Ohio	Rising Sun	17	1	10	1	1
Ripley	Versailles	156	1	30	3	1
Switzerland	Veray	40	1	22	2	1
		657	68	409	40	13

Goal

40 cards with 50% give = 20
 20 cards giving \$1,000 over = 20,000

Special Gift cards classification \$1,200 to \$5,000 on three year pledge "ability to give" evaluations.

ROBERT L. KIDD
401 DEWEY AVENUE
BARTLESVILLE, OKLAHOMA 74003

September 8, 1970

Dear Vern:

Latest word from Clum Bucher at Bloomington is that \$21.1 million has been pledged in the Indiana University 150th Birthday Fund Campaign. The \$25 million goal is in sight thanks to volunteer efforts and to the loyalty of University Alumni and friends.

Some regional and local Major Gifts chairmen have completed solicitation, made final reports and have made commitment for their personal pledges. However, there remains some vital unfinished business on the part of the Major Gifts representatives in a few areas.

Byron Elliott is hopeful that an announcement can be made in the stadium at the homecoming game October 24 to the effect that the \$25 million goal has been reached. At the Indiana University Foundation Board meeting October 23, I should like very much to be in position to report that the Major Gifts solicitation has been completed. Clum Bucher, who has been such an effective driving force in our part of the campaign, as you all well know, has other important work to do as soon as he can be released from Major Gifts. We therefore ask all volunteers whose work is incomplete to make an extra effort in these closing weeks, and to advise Clum now their own target dates for final reports.

If you have not yet made your personal contribution, let me ask that if you wish to make a pledge, be it in the form of cash, securities, or property to be conveyed now or later, or a bequest in your will, please advise Clum soon of your intentions.

I know we will all feel that rewarding sense of satisfaction which comes only with accomplishment when the Major Gifts Division volunteers shall have completed their substantial part in concluding a successful \$25 million campaign.



Chairman, Major Gifts Division

Mr. Vern Boxell, Vice President
Hill and Knowlton
150 East 42nd Street
New York, New York 10017

cc: Mr. Byron K. Elliott
Mr. Wm. S. Armstrong
General J. O. Butcher
Mr. Clum Bucher

MAJOR GIFTS - REGIONAL CHAIRMEN

January 1971

Vern M. Boxell	NEW YORK, NEW JERSEY
E. W. Kelley	NEW ENGLAND
John L. Young	DELAWARE, PENNSYLVANIA, WEST VIRGINIA
Roger W. Eisinger, Jr.	MARYLAND, VIRGINIA
Douglas Whitlock	DISTRICT OF COLUMBIA
Joseph F. Volker	SOUTHEAST
G. Ted Smith	KENTUCKY, MISSISSIPPI, TENNESSEE
Paul E. Tobin	MICHIGAN, OHIO
James E. Cathcart	ILLINOIS
Robert A. Ravensburg	ARKANSAS, KANSAS, MISSOURI
Moses B. Thompson	NORTHWEST
Jacob Swartz	CALIFORNIA
John H. Klopp	
Robert A. Dobbins	
James E. Patrick	ARIZONA, NEW MEXICO
Robert L. Kenderdine	LOUISIANA, OKLAHOMA, TEXAS

RECOGNITION DINNER (ALL OF BROCHURE)

OUTLINE FOR A SPECIAL RECOGNITION DINNER

There are strong indications that the 150th Birthday Fund will reach its \$25 million dollar objective by the end of the Sesquicentennial year. However, it appears that several campaign projects will be short of their individual goals by a combined total of more than FIVE MILLION dollars. This necessitates an extended campaign period to reach a higher dollar objective.

The timing of the transition from a goal of \$25 million to a higher goal sufficient to complete each project is very important. Ideally, this transition should be made in conjunction with an announcement of success in reaching the original dollar objective and recognition of those who have made the accomplishment possible.

PURPOSE

THE RECOGNITION DINNER, as its name implies, should serve as an occasion for the University to express her appreciation to those donors and volunteer workers who have contributed to the success of this very important fund-raising effort.

The program can, of course, be handled in such a way as to strongly urge and invite additional giving, pointing out its special usefulness in completing individual projects. "Nothing succeeds like success" has been proven and reproven in philanthropic fund-raising. Dilatory and partially reluctant givers will usually jump on the bandwagon when they realize that it's leading a victory parade.

Therefore, the purpose of the Recognition Dinner is twofold:

- 1) To express appreciation to those who worked and contributed to the success of the original objective.
- 2) To set the stage for reaching an expanded goal.

TIME AND PLACE

It is suggested the Recognition Dinner be held on the main campus sometime between the 11th and 20th of January, 1971, in order to avoid the holiday season but still acknowledge victory before the official end of the Sesquicentennial year. The passing of the original dollar objective by year-end seems likely in view of the following:

- 1) Transmittal #172 dated 10/9/70 shows total subscriptions of \$23,570,153.
- 2) Gifts in transit and verbal commitments which are likely to be finalized in written form before year-end are sufficient to push the total above \$25 million.
- 3) The IUPU-I campaign is now underway and should add a significant amount by year-end.

GUESTS

The guest list should include ALL 150th Birthday Fund volunteers, major donors, University and Foundation officials and possibly representatives of State government. This would involve a guest list of 2,000 plus, however, the percentage of acceptance, particularly among volunteer workers is likely to be less than 25 per cent. Extra efforts will be necessary to assure an attendance of 400 to 600 people. It is strongly recommended that wives be invited to accompany their husbands in order to impart an aura of comfortable sociability to the evening.

PROGRAM

Effectiveness of the event, of course, will be dependent on a program that will move steadily forward without delays and intrusion of extraneous material.

Participants should be limited in number, and their respective contributions should be coordinated.

Throughout the event, emphasis should be focused on the success of the 150th Birthday Fund to date, while stressing the need to complete each individual project.

INVITATIONS

Invitations should be issued by President Sutton on behalf of the Board of Trustees. Invitations should be mailed three to four weeks in advance of scheduled event. Return cards should be enclosed; however, selected telephone follow-up should be planned in order to assure good attendance.

It has been a long, long time since the University told her alumni and other friends that she needed \$25 million in capital funds that would have to come from private giving. Those who have contributed money and personal efforts to bring about the success of this special and very important fund-raising are entitled to the satisfaction that comes from the success of an unselfish endeavor. They are entitled to the pride in their institution and in their share in helping Indiana University reach one of her goals.

To reach the \$25 million dollar objective within the Sesquicentennial year will be a significant accomplishment that should be given proper recognition. The connotation of popularity and strength is worth a lot of dollars. It will help in the cleanup phases of this campaign as well as Annual Giving. If, on the other hand, the good news is withheld much longer in an attempt to complete each project before acknowledging victory, it is inevitable that the zeal and confidence of I.U.'s friends will deteriorate at the expense of future fund-raising efforts.

150

150th BIRTHDAY FUND
FOR INDIANA UNIVERSITY



**On the Occasion
of a
Special Recognition
Event for
Volunteer Members
of the
150th Birthday Fund**

PROGRAM

Master of Ceremonies

William S. Armstrong
President, Indiana University Foundation

Invocation

Special Musical Program
Provided by the
Indiana University School of Music

Speakers

Donald C. Danielson
President, Board of Trustees

General Joseph O. Butcher
Director, 150th Birthday Fund

Dr. Joseph L. Sutton
President, Indiana University

Byron K. Elliott
General Chairman, 150th Birthday Fund

Dr. Herman B Wells
University Chancellor

Alumni Hall
Indiana Memorial Union

Six thirty o'clock
January 23, 1971

Along with the Sesquicentennial celebration, the University community is engaged in one of the most important undertakings in its history—the 150th Birthday Fund program established by the Indiana University Foundation with the support of the Board of Trustees.

In the words of Chancellor Herman B Wells: “Significant needs that exist are of such a size and nature that only a major fund drive could possibly meet them. Their fulfillment can no longer be postponed if the University is to maintain her margin of excellence.”

Thus, it was urgent, as well as fitting, that a capital fund campaign be timed with the Sesquicentennial celebration.

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A TIME WITH A PURPOSE

Donald C. Danielson, President of the Board of Trustees

Nearly four years ago, when my distinguished predecessor, Frank E. McKinney, was Chairman of the Board of Trustees and Elvis Stahr was President of Indiana University, the University found itself in a seemingly contradictory situation.

With its Sesquicentennial Year coming up, the University would be celebrating 150 years of development, which had seen it rise from a small provincial school to a position of eminence among the great educational institutions of the world.

At the same time, it found itself, as did every other university in the nation, rocked by several kinds of explosions. There had been a population explosion and an education explosion, combining to greatly increase both numerical enrollments and the percentage of youth seeking a higher education. And there was the knowledge explosion with the estimation that knowledge doubles every seven years.

During this time of great new needs, inflation was already diluting the monetary support from legislatures; foundations were beginning to shift their support from educational institutions to projects concerned with the urban crisis; and alumni giving, while rapidly growing in dollars, was holding steady at 2.6 percent of public college and university incomes. Indiana University was faced with the certainty that it must make an extraordinary effort in order to maintain its margin of excellence and continue to function with the same high standards it had developed over its 150-year history.

For I.U., if ever a time had a purpose this seemed to be that time.

The Sesquicentennial Year presented an opportunity for rallying support from alumni and friends to carry forward some of the University's urgent goals: more scholarship money for the influx of knowledge-hungry students from all walks of life; more funds for endowed professorships to keep the quality of teaching high; many more books for our libraries; physical facilities for specialized programs; and improvements at our regional campuses.

We had a good foundation to build on. Though I.U. had not conducted a capital fund drive since 1922, its alumni had a fine record for sustained giving. With full confidence in this tradition, the University drew up a list of needs for which it had no source of funds. The price tag on this list totaled \$125 million. Priorities were then established, our eight projects were placed at the top with the goal scaled down to \$25 million, and the 150th Birthday Fund for Indiana University was planned.

We found an inspiring leader in Judge Byron K. Elliott. And we found a willingness to pursue this cause among alumni all over the country. In the two-

year effort we were guided by these words from the Council for Financial Aid to Education:

"The role of voluntary support in the maintenance of America's colleges and universities becomes more important every year, regardless of government grants for whatever purpose. For many institutions it is the difference between excellence and mediocrity, or even between survival and decline. For the state universities . . . voluntary support is the 'margin of greatness.'"

As volunteers, you were faced many times with the question: "Why is I.U. asking for private funds when it is a state institution receiving income from the state and federal governments and from student fees?" You had the answer—that the revenues from these sources do indeed build and maintain many classrooms, libraries, and laboratories and do continue to improve faculty salaries; but that often they are not sufficient to finance new and challenging courses of study, cultural programs, museum and library collections, continuing research, unusual equipment, student aid, specialized buildings, and other high priority needs. You were able to explain how the eight projects of the 150th Birthday Fund fall into these categories.

You have convinced donors that the strength of the nation is at stake in its public colleges and universities and that by contributing to this campaign, they are investing in the progress of our society.

You have had to be specific about tax advantages in giving to higher education.

You know that state colleges and universities receive less than one-fifth of all private support dollars for higher education—a fact that reflected the public's attitude and did not make your job any easier.

Malcolm Moos, President of the University of Minnesota, said on the occasion of that university's major fund drive, "If you look in each of our fifty states, you will not find any truly great public university which has been financed entirely by state appropriations. Rather you will find that all public universities that we associate with excellence receive generous private support. There can be no doubt. This is where the margin between a good and a great institution lies. Legislators build basically sound public universities, but great public universities are built by private bequests, gifts and grants."

So you see, Indiana University is not unique in what it has asked, and what it has asked has not been unreasonable.

We started out to raise \$25 million for old I.U. We did that and more. We gave momentum to a new form of support that we hope will continue to grow through this University's next 150 years and beyond.

To Judge Byron K. Elliott, to the directors of the I.U. Foundation, and to the unselfish men and women whose efforts have made this event one of the most significant occasions in the history of Indiana University, the Trustees say, "Thank you very, very much."

FINANCIAL REPORT

Major General Joseph O. Butcher, Director, 150th Birthday Fund

It is my privilege to bring to you tonight the financial report of the 150th Birthday Fund. As of January 8, 1971, over TWENTY-SEVEN MILLION DOLLARS has been subscribed! A complete statistical breakdown is printed in the program, so I will review only the highlights.

Let's look first at the gifts received in relation to the original eight goals of the Birthday Fund. Ninety-two percent of the funds pledged have been designated by the donors to be used for specific purposes. A substantial amount of this is for very worthwhile University projects which were not part of our original twenty-five million dollar objective. This seems to be the pattern in major capital fund campaigns of this type; at least this is what our friends at Michigan and at Tulane and others who have conducted similar campaigns tell us.

The size and number of gifts received presents an interesting study. We are fortunate to have 36 gifts over \$100,000—five of them over a million each. We have another 189 in the \$5,000 to \$99,000 range, and we have over 27,000 gifts ranging from a few dollars to \$5,000. This is excellent participation. It takes big gifts to successfully complete big campaigns, but it also takes widespread participation to encourage the big gifts.

The statistics listed under "Source of Funds Received" point up excellent participation by those closest to the University. Almost fifteen percent of the total pledged has come from Trustees, Foundation board members, and the faculty and staff. Counting alumni in each of the six categories shown, alumni giving adds up to over sixteen million dollars or approximately sixty percent of the amount raised.

Turning to the "Summary of Gifts Received," we have provided a breakdown of types of gifts, such as cash, securities, and other disposable properties; signed subscriptions payable over the next three to five years, with some special gift provisions extending up to ten years; and gifts in kind including books, art objects, equipment, and other valuable properties to be retained by the University. We have a number of "testamentary provisions" which have not been included in these totals at this time. Dr. Wells will comment on this source of potential support and also review the "Balance Needed to Complete Construction Projects."

You have heard from Mr. Danielson concerning the need for this major fund drive, and you will hear from others concerning the numerous benefits it will provide our Alma Mater. So I will conclude by simply saying thank you for your dedicated efforts; and I might add that from my vantage point as coordinator of this once-in-a-lifetime opportunity, I see enough interest and enthusiasm to convince me this is just an interim report. With your continued support the final chapter of the 150th Birthday Fund will be written in much larger figures!

**GIFTS TO THE 150th BIRTHDAY FUND
AS DESIGNATED BY DONOR**

The Eight Goals	Gifts Needed	Gifts Received	Balance Needed
Musical Arts Center	\$5,100,000	\$ 3,004,946	\$ 2,095,054
Assembly Hall Equipment	500,000	380,558	119,442
Fine Arts Pavilion	2,500,000	1,764,427	1,178,473*
Hoosier Heritage Hall	1,300,000	615,100	1,084,900*
Library Books	2,000,000	2,758,434	—
Endowed Professorships and Scholarships	4,100,000	6,703,713	—
Regional Campuses	3,500,000	1,137,714	See Note 2
Research Center-Indianapolis	6,000,000	See Note 1	3,000,000
IUI and Medical Center	—	3,534,847	—
Gifts Designated by Donor to Other I.U. Projects	—	1,841,845	—
Continuing Projects Funded Through Annual Giving	—	3,200,969	—
Unrestricted Gifts	—	2,210,796	—
Minimum Needs	\$25,000,000		
Totals as of January 8, 1971		\$27,153,349	\$ 7,477,869

*Gifts of \$442,900 to Fine Arts and \$400,000 to Hoosier Heritage Hall were specified by the donors for purposes other than construction costs.

Note 1—A special campaign for the Indianapolis Center for Advanced Research is now being undertaken as a joint project of Indiana University, Purdue University, and the citizens of Indianapolis. The first progress report is expected to be announced on or before January 23, 1971. Subscriptions from this campaign will be credited 50% to the 150th Birthday Fund for Indiana University and 50% to the Purdue Centennial Fund.

Note 2—Special fund-raising campaigns within the respective communities are yet to be completed.

**GIFTS RECEIVED FROM ALL SOURCES
BY SIZE OF GIFT**

Range	Number of Gifts	Total Amount
Over \$1,000,000	5	\$11,121,000
\$250,000 to \$999,999	11	4,489,876
\$100,000 to \$249,999	20	2,594,644
\$25,000 to \$99,999	49	1,894,299
\$5,000 to \$24,999	140	1,283,062
Under \$5,000	27,501*	5,770,468
	<u>27,726</u>	<u>\$27,153,349</u>

*Includes approximately 18,000 annual giving contributors, most of whom contributed in each of the three years included in the Birthday Fund.

SOURCE OF FUNDS RECEIVED

Trustees and Foundation Board Members	\$ 1,857,410
Faculty and Staff	2,135,201
Alumni	7,072,989
Friends	6,277,782
Corporations and Associations	2,989,059
Foundations, Trusts, and Estates*	6,820,908
	<u>\$27,153,349</u>

*Includes alumni bequests.

Alumni giving in all categories totaled \$16,690,560.

SUMMARY OF GIFTS RECEIVED

Type of Gift

Cash and Securities	\$ 9,030,705
Signed Subscriptions	16,251,411
Gifts in Kind	<u>1,871,233</u>
	\$27,153,349

Purpose of Gift

New Buildings and Equipment	\$ 9,594,692
Library and Art Collections	3,201,334
Endowment (Scholarships and Professorships)	6,703,713
Miscellaneous Special Programs	2,241,845
Student Aid	3,200,969
Unrestricted	<u>2,210,796</u>
	\$27,153,349

Balance Needed to Complete Construction Projects

Musical Arts Center	\$2,095,054
Fine Arts Pavilion	\$1,178,473*
Hoosier Heritage Hall	\$1,084,900*

*Gifts of \$442,900 to Fine Arts and \$400,000 to Hoosier Heritage Hall were specified by the donors for purposes other than construction costs.

Funds to complete regional campus projects and the Indianapolis Center for Advanced Research are being sought through special community campaigns in the respective cities. Although minimum goals have been achieved in other campaign projects, donors may continue to add gifts to meet the many needs and opportunities in areas such as professorships, scholarships, library acquisitions, and unrestricted funds.

THE MARGIN OF EXCELLENCE

Dr. Joseph L. Sutton, President, Indiana University

The quiet groves of academe are no more. In this century, and at an accelerated pace in the last decade and a half, universities have moved—some would say they have been shoved—to the very center of a society in upheaval.

Buffeted by every social storm, they strive without guidelines to meet undreamed of demands and to fulfill roles that spring with jolting suddenness upon the scene. As servants of knowledge, past and future, universities are rising to the occasion in most instances. As nonprofit institutions that must rely on many unsteady and unpredictable sources of income for their continuance, there is danger all around.

The recent report of the Carnegie Commission on Higher Education foretells drastic curtailment in a number of colleges and universities if solutions are not found to the situation in which costs are outrunning the rise in financial resources.

It is not my purpose to inject a mood of bleakness into this triumphant occasion. Rather, I want to tell you, by contrasting the dark side of the picture in higher education to the deeper significance of the 150th Birthday Fund, what this effort means to Indiana University.

Our institution does not at this time come into the dire predictions of the Carnegie report. But we must look to the future and consider how we can continue to stay in command of our fate as a leading university. The support of alumni and friends is no small part of this picture.

Let us take a look at some of the specific gains made for Indiana University in this campaign.

Perhaps the highest and noblest cause in education today is that it be available to everyone—not just to an affluent elite, but to every young person who wants to seek knowledge and develop his capabilities to the fullest—that this is a human right, not a privilege. It falls to the university to make extreme efforts to cultivate resources for helping finance the education of every student who needs and deserves that help. The need for scholarship money grows every year as the university encompasses more walks of life. You have made a tremendous contribution. You have shown where your heart lies by making this the most popular project in the campaign.

Your endowment of professorships comes at a time when we are taking a hard look at the quality of our teaching in an era in which specialization is more and more a necessity. Money for a professorship enables us to fill a chair with the best qualified person we can find, enhancing our educational stature with all that implies.

The four construction projects on the Bloomington campus are all strategic to our continued excellence. Yet the needs for them emerged when we had no place to turn to complete their financing except to our alumni and friends. Had you not responded or had we decided to mark time in an age of rapid advancement, Indiana would have lost some of its future. The renowned School of Music, without adequate facilities, would have first lost faculty, then students. In the field of fine arts, we are on the brink of great service and achievement. We might have lost the opportunity that now beckons. Hoosier Heritage Hall represents this University's commitment to understanding the history of man. To wait would have been a default. Assembly Hall is itself an outgrowth of the progress of this institution, not only to provide a larger athletic arena, but also to enable us to assemble a larger portion of our burgeoning constituency of students and alumni.

Of library acquisitions, I need only quote Chancellor Herman B Wells: "I know of no second-rate university with a great library." After acquiring our

great library building, it follows naturally that the next step is greater concentration on increasing our collections.

Indiana University, through 150 years of dedication to its mission, has taken its place among the top universities. Its character is distinct. But its lofty position does not isolate it from the economic stresses that trouble every growing university. In fact, the current state of affairs merely adds to the responsibility of the financially strong institutions.

Private colleges and universities have begun to receive more and more of their funds from the public treasury. And public colleges and universities must look more and more to private support for some of their dollars. Recent figures show that state universities and land-grant institutions receive less than one-fifth of the voluntary support dollars given for higher education. Yet they count among their alumni more than half of all living American Nobel Prize winners; nearly half of the members of the National Academy of Sciences; a majority of the nation's governors, senators, and congressmen; forty percent of its civilian federal executives; presidents or chairmen of more than half the nation's 500 largest corporations; and many outstanding labor leaders. The graduate teachers, doctors, lawyers, and businessmen from these universities are the backbone of our society. Their alumni carry on more than half the research in progress in American universities. This suggests a huge, barely tapped source of voluntary support.

I have mentioned the down-to-earth dollar advantages this campaign has meant to I.U. I must turn to another meaning.

It is no longer possible for a university president to speak without commenting on student unrest. Indiana University has been spared the violent incidents that have shaken some institutions, but it is in no way immune to the powerful ferment that pervades American life, especially among the young. I have asked many times for faith in our students. An age that baffles and dismays even the wisest among us often requires extraordinary understanding. You, by your participation in the 150th Birthday Fund, have shown that understanding.

That affirmation has perhaps been as meaningful to I.U. as the dollars raised and the projects funded. It is reason to plan for the future with confidence.

There will be no place for complacency as I.U. moves into its 151st year and beyond. Your support of the 150th Birthday campaign shows that you are not complacent. But we must never stop striving for a "margin of excellence" that we have repeatedly stressed.

You all have made an enormous contribution to help this University in its pursuit of excellence. There are many outstanding workers who have earned the University's special thanks in this campaign. One man typifies them all. Our National Campaign Chairman, Byron Elliott, has spent countless hours, traveled thousands of miles, and expended unmeasured energy in this cause. He did not need to seek more laurels for himself; he had already won enough for a whole gathering of prominent men. He set a tone for this venture—a tone of deep love honed by a sharp business sense. His erudition, his distinctive style, and his great human warmth have inspired all of us to follow his leadership with pride. On behalf of Indiana University and with boundless gratitude, I present to him this plaque, with this inscription:

"Indiana University acknowledges with gratitude and appreciation the services of Byron K. Elliott as General Chairman of the Twenty-Five Million Dollar 150th Birthday Fund for Indiana University. His distinguished leadership provided personal inspiration to the more than 2,500 campaign volunteers whose untiring efforts achieved victory within the Sesquicentennial Year. Through these efforts, and the generosity of alumni and other friends, Indiana University will be able to maintain a margin of excellence which makes for enduring greatness. Signed this twenty-third day of January, 1971, Joseph L. Sutton, President; Herman B Wells, Chancellor of the University."

A VITAL NEW FORCE

Byron K. Elliott, General Chairman, 150th Birthday Fund

One of the nice things I.U.'s Sesquicentennial has done is to bring back together a good many of the men and women who were in school with you and with me, restoring friendships which had more or less lapsed, for some of us at least, for half a century. It's really a deep satisfaction to see the University today, to see its growth and progress, and to know that the important part of our lives we spent here gives us a special relationship to it and to each other.

The hope of Doctors Sutton and Wells at the beginning of this campaign that many of the University's most prominent alumni would move in a little closer and become a part of its life has become a reality. I believe we have established a vital new force for Indiana University that will mean as much in years to come as it has in this Sesquicentennial.

At the outset, I suggested that sentiment take a secondary place in our motivation—that we approach our task with business logic, based on the fact that some of the greatest contributions a university can make become possible only with support beyond that which the legislature can give. Perhaps the most important statistic for us has been that the University receives approximately one-third of its total income from the state and the remainder from various other government sources, foundations, tuitions, and private funds. To its great credit, Indiana University recognizes that private funds play a special part in its progress. Again, it is in the American tradition of helping those who help themselves, with a Hoosier cast.

But for this occasion, I am willing to shed the business approach and indulge fully in nostalgia. For my part, the wondrous thing is that I can still get the same feeling of exaltation when I walk across this campus today as I did when I went scuffling through the autumn leaves as a freshman of the class of 1920. Although in those days I knew everything and now I am certain of little, I believe, along with you, I have learned something new. We have found out that the University puts a high value on our interest and help and have discovered that there is a new kind of brotherhood for all who respond to its call.

Looking back to the beginning of the idea for the 150th campaign, I must marvel at the audacity of that idea, at the tremendous job of organization, and at the clear-cut challenge it presented us all.

You were asked to take time from your busy lives to affect the future of this University and this State. You responded well, and now you can feel a full measure of pride. Through the 150th campaign, you have helped Indiana University extend her almost unbelievable intellectual and cultural influence far beyond your own time. I believe we can bask in Wordsworth's words:

*Enough if something from our hands have power
To live, and act and serve the future hour,*

We come now to the most important part of this program—the part that is the real reason for our gathering. I feel fortunate indeed to have this assignment of recognizing the members of our dedicated band of volunteers in this 150th Birthday Fund for Indiana University.

Turning to the individuals whose leadership has been so outstanding:

THE GENERAL VICE-CHAIRMEN's overall service was indispensable to the success of this campaign. Their important input during the early planning and organization stages was followed by their backup support throughout the two years. These six men, James S. Adams, James E. Patrick, Alden P.

Chester, Gerald R. Redding, Milton J. Fineberg, and J. Fred Risk, never failed to respond to specific requests for assistance.

OUR FINANCE COMMITTEE, that all-important keeper of the funds we raised, headed by J. Dwight Peterson, turned in an impeccable job for the 150th. With Dwight's long experience as treasurer of the I.U. Foundation to guide the committee, we could feel comfortable at all times about the stewardship of the Sesquicentennial funds.

THE DIVISION CHAIRMEN each played a vital role in organization and solicitation with the result that each division raised well over one million dollars. Our thanks to each of them: Willis Hickam, campus family division; Edward A. Schrader, primary gifts; Robert L. Kidd, major gifts; Howard S. Wilcox, community gifts; and J. Howard Alltop, alumni gifts.

THE NATIONAL AREA CHAIRMEN provided leadership for contacting alumni throughout the United States in areas where there are large concentrations of I.U. alumni.

THE INDIANA AREA CHAIRMEN possibly had the most intensive job of all because of the heavier concentration of I.U.'s sons and daughters in Hoosierland and the bigger stake this state's businesses and industries have in this University. County and city chairmen in this part of the organization did a tremendous job of contacting the largest number of prospects and have already received certificates in recognition of their fine work.

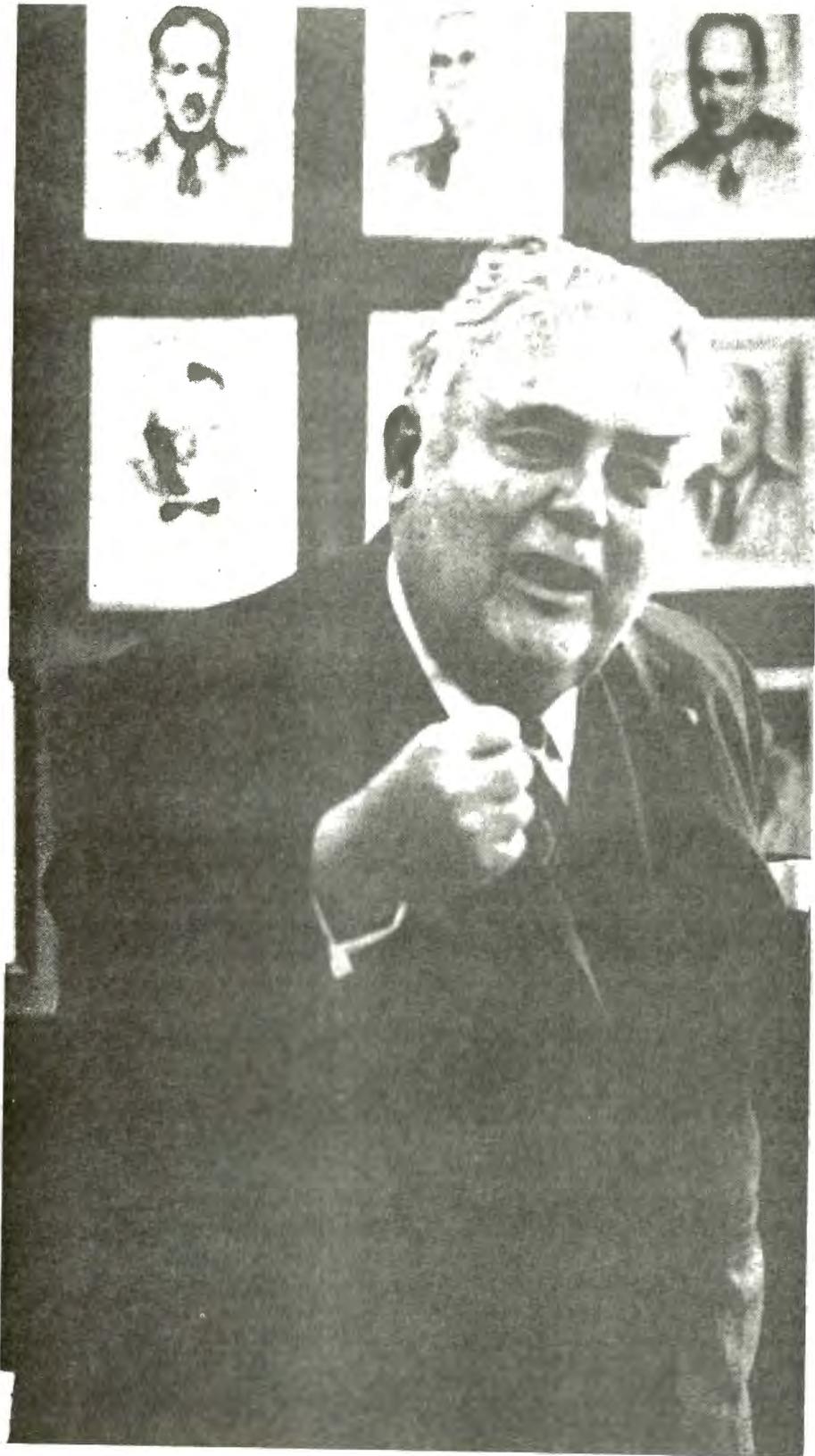
THE METROPOLITAN INDIANAPOLIS ALUMNI CHAIRMEN undertook the largest single phase of the drive, with 20,000 alumni in Marion County. Their job was intensive and time-consuming.

I wish I could pay special tribute by name to each of the 2,500 volunteers who have played such a vital role in the success of this venture. Since neither my voice nor your patience would hold out for that, I refer you to their names printed in the program, and to them I extend my congratulations and my thanks.

SOME SPECIAL PROJECTS started in connection with the 150th Birthday are still underway. These are the several "campaigns within a campaign," and each has its loyal and dedicated leader. I refer to Dick Inskeep, who is the driving force behind the Fort Wayne regional campus campaign; Fred Risk and others who are raising six million dollars in Indianapolis to establish the Center for Advanced Research; and to our good friends in Kokomo who will soon be spearheading a special drive in connection with I.U.K.'s twenty-fifth anniversary.

Finally, I would be remiss if I did not acknowledge the splendid support and assistance of the University officials and the Fund staff members. Chancellor Herman B Wells has been our star volunteer. President Sutton has smoothed the way for us by giving these activities top priority status in the University. We've had enthusiastic cooperation from academic officials. On the staff, our commanding general, Joe Butcher, has handled his task with both the skill of a great commander and the love of a loyal alumnus. His top aides, Ed Clapham, Clum Bucher, and Bob Stebbins, have brought to their jobs that extra ingredient of deep belief in the cause. The field staff representatives, too, have been an energetic crew. And all of this has been backed up by excellent cooperation and assistance from Frank Jones and the Alumni Office and Claude Rich and the Sesquicentennial Office; and, of course, Bill Armstrong and the Foundation Office have made this their top priority project.

Thank you all again for the opportunity you gave me to serve my Alma Mater and for the wonderful gift you have given Indiana University through your splendid work in the 150th Birthday Fund.



LET'S RAISE OUR SIGHTS

Dr. Herman B Wells, University Chancellor

My gratitude tonight is deep and manifold. This is indeed a very special moment in the history of Indiana University. Many tributes to the volunteers have already been expressed—by the President of our Board of Trustees, Danny Danielson; by our great President, Joseph Sutton; by our eminent alumnus and campaign leader, Byron Elliott.

The volunteer response to the 150th Birthday Fund has been a credit to the whole history of the institution. Speaking as an enthusiastic volunteer myself, I would like to add our thanks to another noble army—the donors. Through the state, the nation, and the world, we have found generous people who are willing to invest something in the future of this University.

And I want you to know how grateful I am personally to be a part of this significant juncture in I.U.'s history and to have seen love and loyalty, generated in a glorious past, used in an active and practical way to assure a successful future.

The 150th Birthday Fund has been a pioneering project in many respects. Capital campaigning for state universities is still relatively new, so there are few guidelines. Even records of our own 1922 campaign had little to guide us because of the changing character of our alumni body. Our constituency is far-flung. Our powers of persuasion are untried and not yet reduced to a science. Each prospect is an individual and must be approached as such.

However, as General Joe Butcher has said, we have been subject to one giving pattern that fits most university capital fund campaigns; that is, we have received a substantial number of gifts for worthwhile projects that were not part of our original objectives. This is wonderful and shows the keen interest that our alumni and friends have in striving for an even greater "margin of excellence."

This also gives us a sound reason to keep this bandwagon rolling. I want to emphasize what Danny Danielson said about the importance of keeping the momentum of this campaign going. I'm confident this representative audience has the perspicacity to see that we would lose an important opportunity if we let ourselves be bound by a date on the calendar or restrained by a predetermined dollar figure.

We did not want to wait any longer before recognizing the splendid job which Byron Elliott and his vast army of volunteers have done for I.U. We now have an elite corps of dedicated salesmen and a vast new reservoir of fund-raising experience and data gathered by those of you who have completed your tour of duty—the vital new force that Judge Elliott mentioned.

Most of you have completed your assigned task; many have asked for an extension of time in which to complete serious negotiations for significant new gifts to the Birthday Fund. With the continued help and support of all of you, we should be able to tell the fascinating I.U. story to other alumni and friends and swell this Birthday Fund total to at least THIRTY-FIVE MILLION DOLLARS by June 30.

There are many potential donors who have already decided to assist I.U. and to have a part in this great 150th Birthday Fund, but they have put off the decision as to just how much to give and which project to personally support. For the next six months we will be trying to encourage these friends, and others, to join what is already a tremendous success.

The regional campus efforts will continue in their particular cities; the

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Indianapolis business community is in full swing raising funds for their Center for Advanced Research; these are parts of our total effort.

We still need to meet our goal on the Musical Arts Center. This magnificent and much needed addition to our campus and our highly deserving School of Music is advancing rapidly toward completion of construction. Having taken on the task, we have an obligation to complete our part and claim for ourselves a piece of the future glory it will bring to this campus.

The Fine Arts Pavilion is another important project that needs more of our help. It is still in the planning stage, but it promises to put I.U. out in front in the field of university art museums, and that is where I.U. should be.

Hoosier Heritage Hall also needs more help. This project will make Indiana University a rich center for the study and preservation of the history of man. In our own historical celebration, we can do no less than to bring this project to its goal.

So, we are ready to enter the concluding phase of this campaign. By the end of the fiscal year, I hope the fruits of our labors will be a complete funding for each of our campaign projects, plus a generous addition to the unrestricted gifts category.

The undesignated gift is one of the most effective ways for a university president to finance the many worthwhile projects which are so necessary, but for various reasons cannot be funded through regular budget channels. The William Lowe Bryan bequest is an excellent example of the benefit to be derived from an unrestricted gift. Not only has the income been helpful, but the principal has been used many times as collateral to finance numerous activities that have helped this University grow.

Other tools are at our disposal: The tax benefits of charitable giving are becoming more and more important, and the I.U. Foundation does a good job of calling these benefits to the attention of our alumni and friends. The "testamentary provision" is becoming increasingly popular with a number of our special friends. If you make a provision in your will and give us a letter to that effect, it can be beneficial to us now and assist with projects where long-range financing is involved. It gives us an opportunity to work with the donors during their lifetimes, developing plans in sufficient detail to insure that the bequest will be used precisely in accordance with their wishes. We have several substantial commitments in this category already. We have not added these to the Birthday Fund totals, but we will include them as a special item at the end of the campaign. This is a great source of support, and I strongly recommend that each of you inquire into this method of giving financial aid to your Alma Mater.

Our needs are great, but our opportunities to meet them are great, too. Our Fund staff office will remain operative to assist you. The books of the 150th will remain open. And with your continued support, whether it be through active solicitation or enthusiastic endorsement to a friend or neighbor, we can give this University a financial boost that will keep it in the vanguard of the great state universities in this country.

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Thomas J. Connell
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Richard Deitch
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Steve Georgakis
Phillip M. George
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Neal Gilliatt
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Jerold K. Goldsmith
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Terrence E. Harris
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Mrs. Nelson E. Kelley
Lilburn R. Kemp
Mrs. James W. Kendall

John A. Kendall
Joseph W. Kendall
Robert L. Kenderdine
John W. Kendrick, Jr.
William M. Kendrick
Edward E. Kennedy
James L. Kennedy
John I. Kennedy
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Kenneth S. Kensler
Frederick J. Kent
Kenneth C. Kent
Bernard C. Kerkhove, Jr.
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Gene B. Kern
Raymond A. Kern
Wayne A. Kern
John M. Kerr
George L. Kerrigan
William F. Kerrigan
Howard E. Kessler
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Edgar F. Kettler
Robert L. Kidd
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Donald L. Kiefer
Robert D. Kiley
Miss Frances F. Killinger
Curtis V. Kimmell
Kenneth W. Kimmell
Wayne H. Kincaid
Mrs. Wayne H. Kincaid
Arthur D. King
Mrs. Arthur D. King
Charles R. King
Frederick M. King
Jack A. King
John King
Joseph B. King
Malcolm S. King
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Russell E. Kinnett
Martin H. Kinney
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William P. Kirk
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James L. Kittle, Jr.
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Roscoe L. Kleindorfer
Percy Kleinops
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Alan I. Klineman
James M. Klineman
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Marlowe H. Kluter, Jr.
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Mrs. Frank S. Knasinski, Jr.
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John D. Knight
Kenneth E. Knight
Raymond J. Knoll
Harry F. Knotts, Jr.

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Gerald L. Knowles
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 Thomas J. Knox
 Robert A. Knutson
 William R. Knutson
 Lawrence P. Kocal
 Edwin F. Koch, Jr.
 Donald A. Kochert
 Donald G. Koehlinger
 Kenneth G. Kohlstaedt
 Phillip W. Kolb
 Mrs. Helen D. Koldjeski
 William A. Koontz
 Robert S. Koor
 William R. Kopp
 Willard J. Kops
 Guy J. Kornblum
 Vernon W. Koselke, Jr.
 Angelo A. Kostas
 Mrs. Frank A. Kotzbauer
 Jon D. Krahulik
 William C. Krantz
 Leonard A. Krebs
 Kenneth L. Krempp
 Stanley G. Krempp
 Robert A. Kring
 Thomas A. Kroczek
 Robert M. Kroger
 Martin J. Kroot
 Samuel Kroot
 Thomas E. Kubat
 Alvin L. Kuehn
 William A. Kurtz
 Mrs. William A. Kurtz
 Rufus C. Kuykendall
 Reginald L. Laconi
 Paul H. Ladd
 James O. LaDuke
 Donald R. LaFollette
 George W. Lamb
 James A. Lambert
 James R. Lambert
 Jerry E. Lambert
 Raymond L. Lambert
 Richard H. Lambert
 William P. Lambert
 Walter H. Lamble
 J. Mark Lamey
 Paul T. Lamey
 Murphy C. Land
 Richard N. Land
 Jesse D. Landers
 John M. Lane
 Miss Maud O. Lang
 George W. Languell
 Jeffery L. Lantz
 Raymond L. Lanum
 Billy H. Larimore
 Mrs. Paul Larson
 Miss Rosemary Latshaw
 Mike J. Laudermilk
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 Woodford Lawrence
 Mrs. Allan J. Lawson
 Lawrence J. Lawson
 William G. Lawson
 Mrs. William G. Lawson
 Harrison Lawyer
 Mrs. Harrison Lawyer
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 Gregory M. Layne
 Jerome M. Leahey
 Joseph M. Lear
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 Fred W. Leavell, Jr.
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 Paul B. Ledford
 Thomas P. Ledgerwood
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 Mrs. Milton Leetz
 Gene R. Leeuw
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 Henry H. Leff
 Wilbur S. Legg
 Edward P. Lehocky
 Henry N. Leist
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 Thomas L. Lemon
 Mrs. Thomas L. Lemon
 Thomas R. Lemon
 Gerald W. Lennertz
 Paul A. Lennon
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 Francis A. Lentvorsky
 Anthony S. Lenzo
 Robert F. Leonard
 Joseph A. Leone
 Samuel C. Lesch
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 Henry L. Letherman
 Larry D. Leukhardt
 Sanford J. Levinson
 William Levy
 Irving L. Lewin
 Kenneth J. Lewin
 Gail B. Lewis
 Gerald A. Lewis
 James J. Lewis
 Jay Lewis
 Richard S. Lewis
 Robert D. Lewis
 Seth B. Lewis
 Ted B. Lewis
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 David C. Line
 Richard T. Lineback
 Raleigh E. Lingeman
 Mrs. Grace I. Linn
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 Julius Loeser
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 William A. Lyon
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 Tracy E. Mahan
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 Miles H. Marshall
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 Robert Martin
 Robert E. Martin
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 George E. Martz
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 Max H. Mason
 Wendall D. Mason
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 Albert R. Matt, Jr.
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 James T. May
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 Paul Mayfield
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Allan Meguschar

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Merrill Moores
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John C. Moorman
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Thomas E. Moran
William J. Moran
Bobbie E. Morgan
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William Morrell
Morrison M. Morrill
Estell E. Morris
James A. Morris
James T. Morris
Mrs. James T. Morris
John R. Morris
Mrs. John R. Morris
Robert W. Morris
Ronald W. Morris
Taylor I. Morris, Jr.
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Frederick C. Morrow
Joe T. Morrow
Roy D. Morrow
Bruce J. Mortensen
Richard P. Mory
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Gerald L. Moss
Jack R. Moss
James J. Mossler
Theodore Mossler
James L. Mount
David G. Mounts
James D. Moyer
Roger T. Moynahan
Edwin C. Mueller
Robert D. Mullen
Lullus P. Muller
William B. Mullin
John C. Mundell
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James R. Murphy
M. Porter Murphy
Robert E. Murphy
Mrs. Russell W. Murphy
Mrs. Wesley J. Murphy
William T. Murphy
Robert F. Murray, Jr.
Oscar U. Mutz
Mrs. Oscar U. Mutz
Charles J. Myers
Dan K. Myers
George A. Myers
J. Edward Myers
Robert C. Myers
Mrs. Vivian L. Myers
William C. Myers
John C. Nagle
James J. Nagy
William E. Nail
Mrs. Jean Nammons
John E. Napier
Thomas L. Narron
John A. Nash
Mrs. John A. Nash
William R. Nassau
Joseph A. Naughton
James L. Neafus
John R. Neal
James G. Nedeff
Richard L. Need

William A. Neely
Roy K. Nees
Mrs. Rolland H. Neese
John F. Neff
Miss Ruby Nelpokay
Donald T. Nelson
Ralph J. Nelson
Ronald P. Nelson
James A. Nesbit
Stanley R. Nevill, Jr.
Stuart Newbanks
Mrs. Robert G. Newhouse
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Raymond L. Newnum
Jack E. Newton
John P. Newton
Richard T. Newton
Mrs. Richard T. Newton
Victor Nicholas
David Nichols
Miss Kathy L. Nichols
Larry A. Nicholson
Raymond W. Nicholson
Maurice W. Nickels
Mrs. Betty J. Nieff
James K. Niehaus
Jerome E. Niehaus
Jeffrey A. Nierman
Carl E. Nimmicht
Samuel F. Ninness
Dan A. Noble
Mrs. Dan A. Noble
Nicholas W. Noe
William R. Noe
Harry W. Nolting
Mrs. Robert Nordyke
Will E. Norris
Douglas L. North
Horace O. Norton
Robert W. Norton
Norman R. Novak
Mrs. Hildegard L. Nussbaumer
Mrs. John R. Nyland
Miss Anna L. O'Banion
Frank L. O'Bannon
Mrs. Frank L. O'Bannon
Peter L. Obremskey
Berton W. O'Bryan
Abe J. Ochstein
Norman B. Ochstein
Dean O'Connor
Mrs. Dean O'Connor
Maurice C. O'Connor
John M. O'Drobinak
Charles R. Oehrle
Thomas F. O'Haver
Lloyd W. Olcott
Robert F. Oldenburg
Orval O. Olinger
Dale W. Oliver
Mrs. Dale W. Oliver
Roy G. Oliver, Jr.
Robert L. O'Maley
Bernard F. O'Neal
Mrs. Bernard F. O'Neal
Joseph O'Rear
John E. Organ
George P. Osborn
James E. Osborne
Herschel E. O'Shaughnessey
Miss Sandra G. Osteen
George J. Ostheimer
Henry F. Ostrom
Charles E. Oswald
Lester A. Ottenheimer, Jr.
Mrs. Lester A. Ottenheimer, Jr.
Merrill W. Otterman
Edouard E. Ouellette
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Jack K. Overmyer
Jack W. Overton
Loren A. Owen

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Warner H. Paige, Jr.
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Mrs. Roger L. Pardieck
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Dave M. Parker
Mrs. Dave M. Parker
Mickey Parmelee
Willett H. Parr, Jr.
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Raymond E. Pavy, Jr.
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Albert W. Pearlman
Charles W. Pearson
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Robert C. Pebworth
Mrs. Robert C. Pebworth, Jr.
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Steven R. Peden
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Mrs. John R. Pell
Mrs. Robert T. Pernau
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Robert D. Perry
William S. Perry
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Clyde L. Peterson
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Norman E. Pfau, Jr.
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H. Scott Pickens
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W. L. Podesta
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Harvey S. Pohling
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Mrs. Verlan L. Poindexter
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Scott H. Polizotto
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Ralph E. Porter
Wesley G. Porter
William D. Powell
Russel W. Powers
Mrs. Virginia L. Poyner
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Robert E. Poynter
Richard H. Prange
William H. Prange
Julian D. Present
Robert H. Pribble
Byron E. Price
Francis W. Price
John L. Price
John P. Price
Irwin J. Prince
Lesley Pruitt
Richard A. Pruitt
W. Merton Prunty
Lewis U. Pry, Jr.
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Harman Pugsley
Earl B. Pulse
Mrs. Earl B. Pulse
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Allan Rachles
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Mrs. Jack R. Ramsay
James H. Ramsey
Thomas V. Ransom
Norman Rappe
David H. Rariden
William R. Rasmussen
Frank W. Ratcliff
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John D. Rawlings
Robert D. Rayburn
John E. Read
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Mrs. John M. Records
Gerald R. Redding
D. Joseph Redenbarger
David J. Redmond
Byford L. Reed
George Reed, Jr.
Samuel L. Reed
William C. Reed, Jr.
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Mrs. Richard O. Regnier
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John W. Reichle, Jr.
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Mrs. William M. Reid
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David T. Rich
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James B. Richards
Dow L. Richardson
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Mrs. Joseph O. Ricke
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William H. Riffle
Charles W. Rigg
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Emmett L. Riordan
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Albert J. Ritz
Albert S. Ritz
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Kirby Robbins
Robert W. Robbins
Tyrie A. Robbins
Mrs. Tyrie A. Robbins
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Jerry D. Roberts
Robert J. Roberts
Mrs. Robert J. Roberts
Miss Bernadotte A. Robertson
Mrs. Charles F. Robertson
Lawrence M. Robertson
Mrs. Lawrence M. Robertson
Mrs. Robert A. Robertson
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Howard P. Robinson
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Keith B. Robinson
Lloyd T. Robinson
Schuyler L. Robinson
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Richard J. Robison
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Vern D. Robling
Phillip B. Roby
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L. David Rogers
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Russell M. Romine
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Sylvester Rowe, Sr.
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Hugh F. St. Leger
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Philip J. Schmith
Mrs. Philip J. Schmith
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John B. Schymik
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E. Perin Scott
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Merrill W. Scott
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Noel W. Scott
R. Lewis Scott
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Richard H. Shafer
Donald R. Shaffer
Curtis G. Shake
Miss Frances C. Shallow
Richard L. Sharp
William B. Sharp
Charles E. Shearer, Jr.
Donald R. Sheley, Jr.
Paul M. Sherman
Raymond P. Sherman
Miss Martha M. Shertzer
Peter L. Shideler
William R. Shideler
Harry W. Shields
Sam M. Shine
Robert C. Shirey
Wayne A. Shirey
Stephen K. Shirley
George Shissler
Quentin O. Shockley
Ronald H. Shoemaker

William M. Sholty
Miss Joan R. Shonske
George E. Shortle
Mrs. George E. Shortle
Kenneth L. Shoup
Mrs. Kenneth L. Shoup
Ethan E. Shrock
Robert R. Shrock
Robert J. Shula
Mrs. William J. Shumann
Mrs. Alvin C. Shumm
Roger E. Shurr
Frank H. Sibley
Keith E. Sighting
Matthew V. Sidor
Ben J. Siebenthal
Robert L. Siebert
Richard D. Siefert
James C. Siegel
Lyle P. Siegel
Phillip H. Siegel
Vernon Sigler
Mrs. Harvey W. Sigmond
Miss Margery K. Silbermann
Marvin H. Silbermann
Richard A. Silver
Marvin E. Silverman
Jack D. Simmons
Robert L. Simmons
W. Alan Simmons
Melvin Simon
Roy C. Simpson, Jr.
Hollie J. Sims
Larry W. Sims
Wallace S. Sims
Robert H. Sinclair
Stephen M. Sindlinger
Philip R. Sisson
Richard E. Sisson
Michael P. Skehan
Robert N. Skinner
Joseph L. Skozen
Crystal R. Slick
David W. Sloan
Mrs. David W. Sloan
Benjamin F. Small, Jr.
Robert B. Smallwood
Miss Olive P. Smartz
Harry F. Smiddy, Jr.
Arthur E. Smith, Jr.
Clarence J. Smith
Ernest W. Smith
Mrs. Ernest W. Smith
G. Ted Smith
G. Theodore Smith, Jr.
Grover E. Smith
Harry M. Smith
James Smith
John W. Smith
Maurice G. Smith
Mrs. Merritt W. Smith
Ned S. Smith
Richard N. Smith
Thomas W. Smith
Wayne Smith
William H. Smith
Roy A. Smudde
Myllan Smyers
Blair H. Snead
Daniel W. Snapp
Carlyle J. Snider
Wendell W. Snider, Jr.
Robert E. Snodgrass
Miss Gloria E. Snyder
Marvin Snyder
Robert L. Snyder
William L. Soards
Miss Marjorie A. Sohl
Richard C. Solaro
Thomas T. Solley
Jon W. Sommer
Hugo C. Songer

J. Richard Sowash
William B. Spall
Charles H. Sparrenberger
Max F. Spaulding
Frederic Spencer
Mrs. A. W. Spicer
Earl W. Spradley
Mrs. Eugene F. Springer
Donald H. Springgate, Jr.
Ivan C. Sprinkle
Mrs. William Sprinkle
Norbert L. Sprouse
Mrs. Norbert L. Sprouse
Mrs. Larry Spurgeon
Mrs. Jack Squibb
J. Edward Staab
Thomas D. Stackert
Glenn P. Stackhouse
Ronald D. Staggs
Edward T. Stahl
Paul J. Stahl
Elvis J. Stahr, Jr.
Robert K. Stallwood
Herbert E. Stamm
Edward Stanley
Mrs. Edward Stanley
Harold N. Stanley
Keith L. Stanton
Walter H. Starbuck
George W. Starr
Richard Starr
William E. Statham
David A. Steckbeck
William J. Stedman
Karl E. Steegmann
Byron W. Steele
Mrs. Byron W. Steele
John N. Steele
Benton I. Stein
Gerald C. Steinfeld
Martin W. Steinwedel, Jr.
Mrs. Martin W. Steinwedel, Jr.
Donald E. Stephens
George A. Stephens, Jr.
Ardis Stepro
Robert R. Stevens
Donald T. Stevenson
Robert L. Stevenson
Mrs. Robert L. Stevenson
James R. Stewart III
John E. Stewart
L. Ray Stewart
Robert D. Stewart
William M. Stinson
Richard J. Suith
Willis W. Stogsdill
Mrs. Willis W. Stogsdill
Zane E. Stohler
Frank A. Stoming
Don C. Stone
John J. Stone
Mrs. Stanley E. Stoner
James A. Stoops
Richard A. Storey
Joseph M. Storms
V. James Story
Francis E. Stout
Miss Judith A. Stout
William J. Stout
Chris M. Strandboe
James R. Strange
Keith C. Strange
Kurt F. Stempel
Guntis V. Strikis
Mrs. Donnell Stropes
W. Kenneth Stutsman
Bill K. Summers
Ed E. Summers
Gilbert N. Summers
Paul R. Summers
Phillip M. Summers
William E. Summers

Roy C. Sutherlin
James R. Sutter
John D. Sutter
Joseph L. Sutton
Mrs. William E. Sutton
W. Thomas Sutton
Thomas M. Swain
Mrs. Stephen Swallow
Jacob Swartz
Robert E. Swartz
Mrs. Robert E. Swartz
James E. Swedeen
Burr S. Swezey, Jr.
Mrs. Burr S. Swezey, Jr.
Mrs. Garth L. Swiggert
Raymond Swope, Jr.
Dow H. Sykes
James F. Taggart
Gordon F. Talanian
Mrs. Shirley Ann Talty
Robert W. Tam
Daniel S. Tankersley
Leland E. Tanner
Robert E. Tarplee
Wayne L. Tash
John R. Tatum
John J. Taylor
Patrick R. Taylor
Paul R. Taylor
Mrs. Terry B. Temple
Kenneth E. Templeton
James F. Tener
Mrs. James F. Tener
Robert A. Terhune
E. Lain Tetrick
Richard L. Tewksbury
John D. Tharp
Mrs. Thomas Thevenow
Charles R. Thomas
Harvey G. Thomas
J. Brinton Thomas
John J. Thomas
Robert A. Thomas
Robert D. Thomas
Mrs. Tom D. Thomas
David W. Thompson
Mrs. Jessie D. Thompson
John N. Thompson
Joseph S. Thompson
Moses B. Thompson
Robert E. Thompson
William L. Thompson
William N. Thompson
William F. Thoms, Jr.
Andrew Thomson, Jr.
William C. Thomson
Gordon B. Thorn
Phillip H. Thrasher
Mrs. Phillip H. Thrasher
Richard J. Tiernan
Mrs. George F. Tilford
Don C. Tillotson
Ernest Tilly, Jr.
Robert E. Timmons
Ronald S. Timmons
William Tindall
Charles E. Tinkle
Dan Tiplick
David O. Tittle
Paul E. Tobin
David L. Todd
Gary Todd
Jackson D. Todd
Lowell F. Todd
William D. Todd
James N. Topoligus, Jr.
Russell C. Tornabene
Reece A. Townsend
William E. Townsend
Robert E. Tranbarger
John W. Tranberg
William G. Traver

John J. Traylor
Lysander D. Trent, Jr.
Robert R. Tressler
Scott S. Trimble
Robert W. Triplett
George H. Tripp
Howard P. Trockman
James R. Trost
Ross G. Trotman
Mrs. Ross G. Trotman
Mrs. Robert A. Trowbridge
Clyde A. Tucker
Michael W. Tucker
Richard G. Tully
Alden M. Turner
Cyril E. Turner
Vestal G. Turner
Mrs. Larry W. Turpen
Thomas E. Turpin
Mrs. Thomas E. Turpin
John B. Tuthill
Carl R. Tuttle
Mrs. Donald A. Tweddale
John F. Tweedle
Willard Twyman
Jerry G. Udell
Urban L. Uebelhoer
Carl E. Uessler
Mrs. Jonas A. Uland
Harrison J. Ullmann
Mrs. Larue R. Utter
Stephan A. Vancleve
Arthur E. Vandenbark
James A. Vandenbark
Carl E. Vandorn
Ralph D. Vaneaton
Mrs. William A. Van Horn
William C. Van Horn
Willard B. Van Home, Jr.
Mrs. George Vann
Charles B. Van Nuys
Mrs. Charles B. Van Nuys
Robert C. Van Pelt
Mrs. Victor G. Varmo
Miss Linda S. Vehling
Miss Iole M. Vellutini
Charles C. Vernia
Mrs. W. Lee Vernon
Lawrence E. Very
Roy A. Vician
John C. Vickery
Mrs. Roy E. Vidito
Charles C. Vieck
Mrs. Jahe Vincent
Daniel J. Vine
Myles J. Vitkus
John G. Vlahakis III
Francis C. Vogel
James A. Vogel
Edward C. Voges
Joseph F. Volker
James F. Volpert
Edward C. Von Tress
Robert T. Voss
Verling M. Votaw
James H. Voyles, Jr.
Douglas M. Wade
James C. Wade, Jr.
John B. Wade
Robert W. Wade
Clarence E. Wagenblast
Charles A. Waggoner
William R. Waggoner
Arthur L. Wagner
Lindley H. Wagner
Mrs. Lindley H. Wagner
Timothy J. Wagner
Donald J. Wahl
Eric U. Wainscott
Lester E. Waison
Wayne W. Wakefield
Raymond O. Waldkoetter

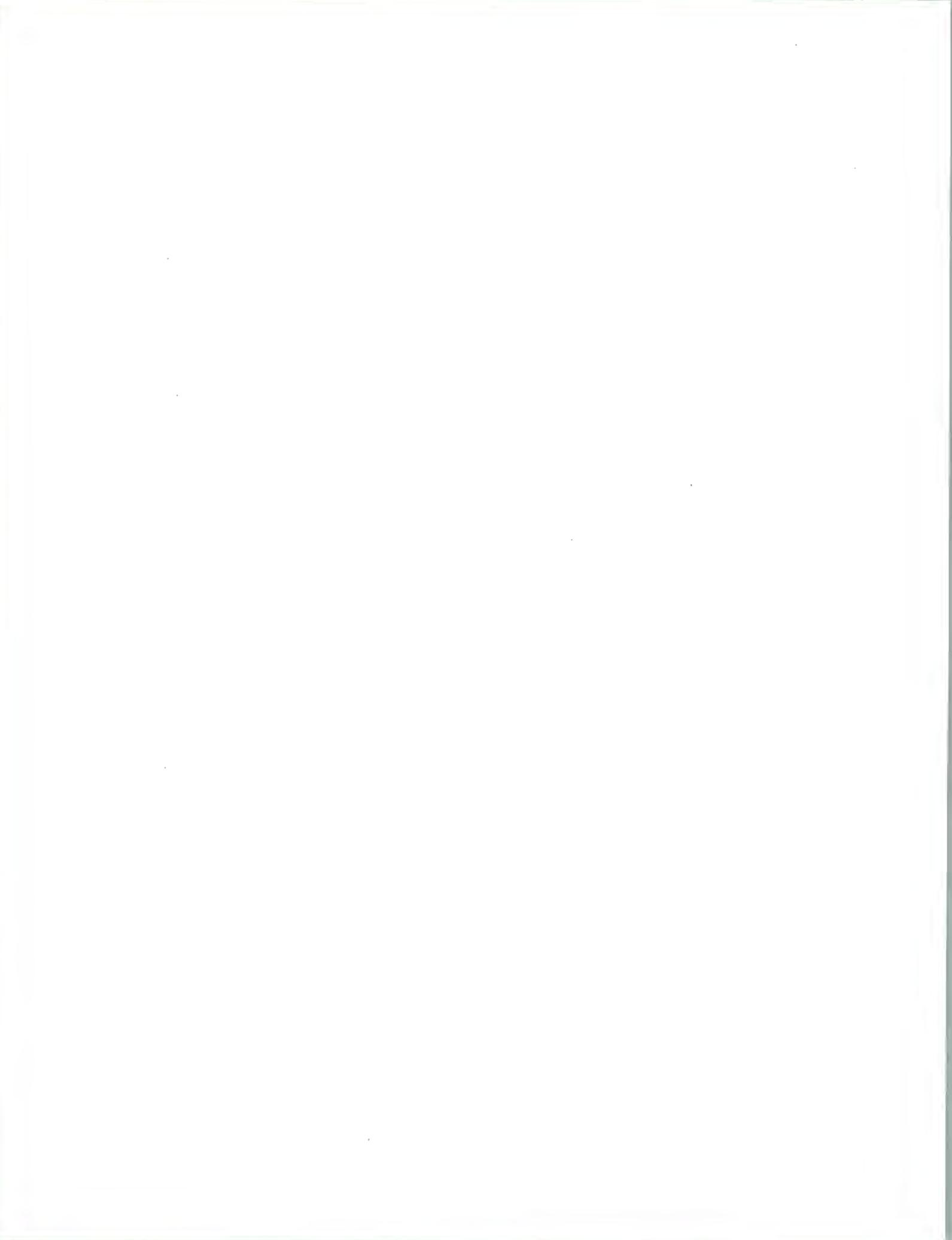
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Floyd T. Walker
Philip M. Walker
Robert J. Walker, Jr.
Mrs. W. Ward Walker
Harrold W. Wallace II
James B. Wallace
Larry J. Wallace
Robert F. Wallace
Roderic Wallace
Mrs. Roderic Wallace
John E. Waller
Philip D. Waller, Jr.
Thomas R. Walsh
Mrs. Leland F. Walter
Karl J. Walther
Ralph E. Waltz
Wesley E. Wampler
William J. Wampler
Donald E. Ward
Mrs. Donald E. Ward
John P. Ward
Mrs. William A. Ward
Chester M. Warman
Marion E. Warpenburg
Mrs. Claude M. Warren
Lawrence A. Warren
R. Winston Warren
Ronald Warrum
Gary B. Warstler
John Wasko
Miss Emma A. Waters
Lawrence L. Waters
Richard B. Wathen
Mrs. Richard B. Wathen
Jack L. Watson
Richard Watson
James R. Wattles, Jr.
Harold W. Watts
Philip Watts
Mrs. Robert Waugh
Paul E. Wearly
Cecil W. Weathers
Miss Clara M. Weaver
Eugene Weaver
Mrs. James A. Weaver
Paul A. Webb
Stephen J. Weber
Charles W. Wedeking
Robert G. Weekly
Mrs. Edward A. Weidenbener
Mrs. Jack N. Weidenbener
Ervin I. Weil
Mrs. Joan E. Weil
Louis A. Weil III
Mrs. Louis A. Weiland
Arthur M. Weimer
Richard W. Weinzapfel
Dewey C. Weir
Herbert W. Weisheit
John D. Weissert
George A. Welch
Ralfred D. Welch
Robert W. Weller
David Wells
Harold H. Wells
Herman B. Wells
Kenneth P. Wells
William D. Wells
William R. Wells
William W. Wells
Dennis A. Welp
John E. Welsh
Matthew E. Welsh
Mrs. Thomas M. Welsh
Arthur Wenner
Gerald A. Wenzel
Quentin D. Wert
Harold J. Wesselman
Mrs. Harold J. Wesselman
John A. West
Russell E. Westfall

Mrs. Kent H. Westley
W. John Wetzel
William Wetzel, Jr.
Charles L. Whistler
Paul T. Whitaker
Mrs. Paul T. Whitaker
Harvey E. White
James R. White
William T. White, Jr.
Louis A. Whitesell
Leonard A. Whiting
Douglas Whitlock
Robert M. Whitsel
Harry K. Wick
Robert J. Wicker
Robert F. Wiebke
Robert A. Wiemuth
Jack D. Wieneke
Mrs. Jack D. Wieneke
Joseph Wiener
Mrs. Joseph Wiener
Max Wiesman
Howard S. Wilcox
Howard S. Wilcox, Jr.
Konrad E. Wilcox
Robert C. Wiles
Mrs. J. Curtis Wilkerson
Mrs. Gene E. Wilkins
David H. Williams
G. Robert Williams
Mrs. J. Thomas Williams
Mrs. S. Jack Williams
Miss Jane M. Williams
Max L. Williams
Mrs. Max L. Williams
Mrs. Orlin K. Williams
Ralph H. Williams
Richard D. Williams, Jr.
Veirl R. Williams, Jr.
David A. Willis
Richard H. Willmore
Donald R. Willsey
Bill R. Wilson
Mrs. Bill R. Wilson
David D. Wilson
Mrs. David D. Wilson
David M. Wilson
Harry A. Wilson, Jr.
James D. Wilson
Jerry Wilson
Jerry J. Wilson
John D. Wilson
John S. Wilson
Kaye B. Wilson
Meredith L. Wilson
William L. Wilson, Jr.
Dan R. Winchell
Mrs. Dan R. Winchell
Lloyd Winnegar
Mrs. William A. Winslow
Matthew Winters, Jr.
Garold E. Winzenread
Stephen G. Wirts
Thomas W. Wirts
Mrs. Mary E. Wise
Robert F. Wisehart
Rex Wiseheart, Jr.
Miss Frances M. Wiseman
Phillip A. Wiseman
Marion W. Withers
Norbert W. Witte
Mrs. James L. Wittmer
Miss Judith J. Woddell
Mrs. Paul J. Wolf
Herman B. Wolfe
Miss Connie Wood
Jack R. Wood
Jay H. Wood
John E. Wood
John F. Wood
Ned Wood
Abram S. Woodard, Jr.

Walter F. Woodburn
Mrs. Walter F. Woodburn
Kenneth H. Woodruff
Mrs. Kenneth H. Woodruff
Sam M. Woodruff
Mrs. Sam M. Woodruff
David O. Woods
Joseph R. Woods
William J. Woodward
Mrs. Toney E. Woodworth
James C. Woolery
Mrs. Richard H. Woolery
Daniel E. Worley
Mrs. Addison N. Worstell
Clarence W. Worth
Miss Louise Worthington
Frank F. Woschitz
Miss Julia A. Wratten
Malcolm L. Wrege
Donald R. Wright
Fredric A. Wright
Howard R. Wright
Thomas G. Wright
Robert J. Wroblewski
Robert H. Wyatt
Robert R. Wylie
John W. Wynne
William L. Yarber
Frank K. Yarbrough
Mrs. Frank K. Yarbrough, Jr.
Miss Linda A. Yarling
Richard W. Yarling
Fred G. Yelton, Jr.
Eugene H. Yockey
Mrs. H. Kirkwood Yockey
Albert C. Yoder, Jr.
Joel Yonover
Carl D. York
Bruce H. Young
D. Edward Young
Howard S. Young, Jr.
John L. Young
Norman D. Young
Vern R. Young
Jay F. Youngflesh
Robert A. Zaban
Rudolph M. Zajac
Bernard A. Zale
Miss M. Barbara Zamboldi
Mrs. Samuel Zatkoff
Mrs. James Zaun
Charles A. Zebendon
Otto F. Zeck
Clyde H. Zeek
Edbert P. Zell
William C. Zeller
Mrs. William C. Zeller
Richard M. Zenor
Louis E. Zickler
Theodore C. Ziemer, Jr.
Thomas B. Zimmerman
Frank U. Zoeller, Sr.

In addition to the volunteer members of the 150th Birthday Fund listed herein, several hundred faculty and staff members served as volunteers in the campus family campaigns conducted on each of the University's seven campuses.

KETCHUM FINAL CAMPAIGN REPORT



Ketchum, Inc.

FUND-RAISING COUNSEL

Chatham Center, Pittsburgh, Pennsylvania 15219 • Telephone 412-281-1481

February 26, 1971

Mr. William S. Armstrong, President
Indiana University Foundation
Indiana Memorial Union
Bloomington, Indiana 47401

Dear Bill:

We are pleased to submit to you this report on the 150th Birthday Fund for Indiana University and the accompanying scrapbook which summarizes the varied campaign activities of the past three years.

The dedicated efforts of Dr. Wells, Judge Elliott, General Butcher, you and countless others have produced subscriptions of \$31,447,187 including \$4,293,838 to be added to the total announced at the January 23rd Recognition Dinner. We congratulate you on this magnificent success!

Bill, all of us at Ketchum, Inc. are proud to have been a part of the IU team during this important period in the University's history. We are confident you and your associates will achieve your new objective of \$35 million by the end of June . . . and in the words of Dr. Wells, " . . . give Indiana University a financial boost that will keep her in the vanguard of the great state universities in this country."

Respectfully submitted,

KETCHUM, INC.


Lewis W. Barron
Campaign Director

LWB:mtw

REGIONAL OFFICES

American Building, Charlotte, N.C. 28202 • Prudential Plaza, Chicago, Ill. 60601 • One Main Place, Dallas, Texas 75250 • 500 Fifth Avenue, New York, N.Y. 10036

MEMBER OF THE AMERICAN ASSOCIATION OF FUND-RAISING COUNSEL

INCOMPLETE SOLICITATION

The 150th Birthday Fund staff has regrouped to handle the concluding phase of the campaign. Special teams have been organized to solicit funds to complete the following projects:

Assembly Hall Equipment	\$ 119,442
Musical Arts Center	2,095,054
Fine Arts Pavilion	1,178,473
Hoosier Heritage Hall	1,084,900

In addition to the 'Special Teams' effort, other activities to be pursued are as follows:

- (A) Dr. Wells and others are handling approximately 35 Primary Gifts prospects that are in various stages of cultivation and solicitation.
- (B) A community campaign for the Kokomo campus is tentatively set for early spring.
- (C) The campaign for the IUPU-I Research Center is proceeding as an independent project.
- (D) Faculty/staff campaigns are yet to be conducted at Gary and South Bend.
- (E) Some selective follow-up solicitation in the Bloomington Community campaign may be desirable.

There are numerous Corporate and Foundation prospects that could be contacted. See "Interim Report" dated June 5, 1970 for comments on this and other follow-up activities.

THE COLLECTION SYSTEM

A capital fund-raising campaign cannot achieve true success without an effective collection procedure designed to produce maximum results. The system recommended here is time tested. It has served thousands of institutions helping them to collect an unusually high percentage of campaign pledges.

However, no system will produce maximum results without careful attention of competent staff personnel and regularly scheduled review and supervision. It is recommended that a COLLECTION COMMITTEE be appointed by the Indiana University Foundation to establish policy and procedure for effective collection of pledges. The committee should include senior officials such as:

- a. The President of the Indiana University Foundation.
- b. The Campaign Finance Committee Chairman.
- c. The Treasurer of the University.
- d. A member of the Campaign Cabinet or Campaign Executive Committee.

The committee should elect one of its members as Chairman and should meet at definite pre-arranged times and "on-call" from its Chairman to:

- a. Review the status of collection.
- b. Review and take action on any problem accounts.
- c. Review "in arrears" accounts.
- d. Implement procedures for collection of problem and/or "in arrears" accounts. IF NECESSARY, TO SEE THAT APPROPRIATE PERSONAL CALLS ARE MADE ON THE SUBSCRIBER.

A thorough study should be made of the current method of processing 'SUBSEQUENT PAYMENTS ON PLEDGES' through 3 separate offices: (1) 150th Birthday Fund; (2) The Indiana University Foundation; and (3) The University Treasurer's Office. Unless close coordination is maintained, you run the risk of alienating a large number of donors whose billing invoice shows an incorrect "balance due" because of a time lag in transmitting figures between the various offices.

Detailed instructions for maintaining the manually controlled COLLECTION SYSTEM are attached.

INSTRUCTIONS FOR
MAINTAINING A MANUALLY CONTROLLED
COLLECTION SYSTEM

The following procedures have been established by the 150th Birthday Fund Office in order to provide an accurate manually controlled collection system until such time as the Indiana University Foundation computer equipment is programmed to handle collection records.

I. Personnel and Supervision

In order for this system to be effective, close supervision will have to be given to those activities where the responsibility is shared with other departments.

A central control point should be established for the preparation and mailing of 'Statement Forms or Reminder Forms' outlined herein under Sections IV and V.

II. Mechanics and Record Keeping

- A. The essential tools for an effective collection system have been established through the use of DIVISION and MASTER cards. These two cards which had various vital functions during the campaign itself can be used with different functions throughout the collection period.

B. During the campaign the Master File has been maintained in A to Z order and the Division Files were broken down to correspond with the various divisions of the campaign. Both of these cards contain identical information, i.e. the name and address of the prospect or subscriber, the campaign division, section, area, or team to which he was assigned, the name of the worker responsible for the solicitation, the classification and evaluation and all other pertinent information gathered during the campaign. If any action has been taken other than the normal pledge or subscription, this is posted on the face of the card.

1. On the back of both DIVISION and MASTER CARDS has been posted the amount of the subscription, date, transmittal number, subscription number, terms of payments made to date and balance due, if any.

C. Master File -- (Subscriber File) or (Reference Card)

1. All MASTER CARDS representing a subscription or pledge (including all paid in full) should be pulled from the Master File and set up in alphabetical order in a "SUBSCRIBER FILE".
2. The balance of the MASTER CARDS, representing non-subscribers at this point in campaign progress, should be kept separate for use during the concluding phase and clean-up period. When all clean-up has been completed, there is no further use for these cards unless you wish to retain them.

D. Division File -- (Tickler File) or (Bookkeeping Card)

1. All DIVISION CARDS which show a balance due either have previously been filed in the "Tickler File" or can now be pulled and so filed there under the next due date.
 - a. Those DIVISION CARDS on which payment has been made in full will, of course, not be filed in the Tickler File. Instead they can be set up in a separate alphabetical "PAID IN FULL" file; or, if you have no further use for them, they can be destroyed.
 - b. The DIVISION CARDS which have been posted as "REFUSALS" can also be removed and set up in a separate alphabetical "Refusal File" for review by a follow-up committee. If you have no further use for these cards, they can be destroyed.

- ✓
- c. The DIVISION CARDS which have been posted for "ACTION", i.e. "Call back after first of year" - "See me in December" - "Discuss when returns to city" - and those representing non-subscribers, on which there has been no report, etc. should be categorized and turned over to a follow-up committee for careful review. Unless they are later converted into donors or if you have no further use for them, these cards, too, can be destroyed.

- IV. A Statement Form or Reminder Form should be sent to each subscriber in the "Tickler File" ten (10) days before the first of the month in which the next payment is due. (For example: If the payment is due in December, the notice should be sent on or about November 20th.)

If payment is not received within 30 days from the date payment was due, a "second notice" so indicated, should be sent to the subscriber.

If the payment is not received within a month from the date of the second notice (60 days from the date the payment was due) this account should be considered "in arrears" and brought to the attention of the COLLECTION COMMITTEE.

- V. Statement Forms or Reminder Forms, carefully worded, attractive in format, color variety, and imagination should be printed in duplicate or triplicate. The use of NCR (no carbon required) stock is recommended with the duplicate and/or triplicate copy printed on colored stock.

- A. Disposition of the STATEMENT or REMINDER FORM copies.

- 1. The original copy should be sent to the subscriber.
 - a. You may prefer to send the original and the first duplicate to the subscriber so that he will be able to retain a copy for his own records as he makes the payment.
- 2. The other copy should be retained in the collection office for reference until the payment is received. This copy can then be destroyed when the payment is made. If it is not paid within 30 days of the due date, "Second notices" can then be readily made up from this source rather than returning to the Tickler File. (This source can also be helpful in "flagging" those where payments fall 60 days behind schedule and become "in arrears".)

- VI. As payments are made they should be posted on the MASTER CARD in the SUBSCRIBER FILE and on the DIVISION CARD in the TICKLER FILE.
- A. The DIVISION CARD in the TICKLER FILE is then refiled as to the next due date and the process of sending STATEMENT or REMINDER notices is repeated.
 - B. If, during the collection processes, the terms of payment are altered - accelerated or deferred - this information should be noted on both cards.
- VII. When the subscription is paid in full the DIVISION CARD in the Tickler File can be filed in the "Paid in full" file or, if none is established, it can be destroyed.
- A. By the end of the payment period, the Tickler File will be closed out except for those who have defaulted in their payments, and the Subscriber File will represent an alphabetically arranged card file of fully paid and defaulted subscriptions, thereby providing easy reference.
 - B. Thus the file becomes a permanent record of subscriptions.
- VIII. Once payments are posted they can then be readied for transmittal. They should be separated into the various Divisions as indicated by their transmittal number. This provides easy reference as to progress of various segments of the constituency for review by the COLLECTION COMMITTEE.
- A. Following through with the Division Transmittals and Summaries will help to give overall focus to those segments, i.e. Faculty/staff, Corporations, Friends, Alumni, etc., and will indicate various groups which may be lagging. This information will be valuable to the COLLECTION COMMITTEE and the Indiana University Foundation Board of Directors. Keeping up with current transmittals will not necessitate making other various comprehensive analyses.
 - B. Duplicate copies of the transmittals and summaries should be sent to Ketchum, Inc. so that the firm can help keep a watchful eye on the progress and if danger signals appear can help with advice and counsel.

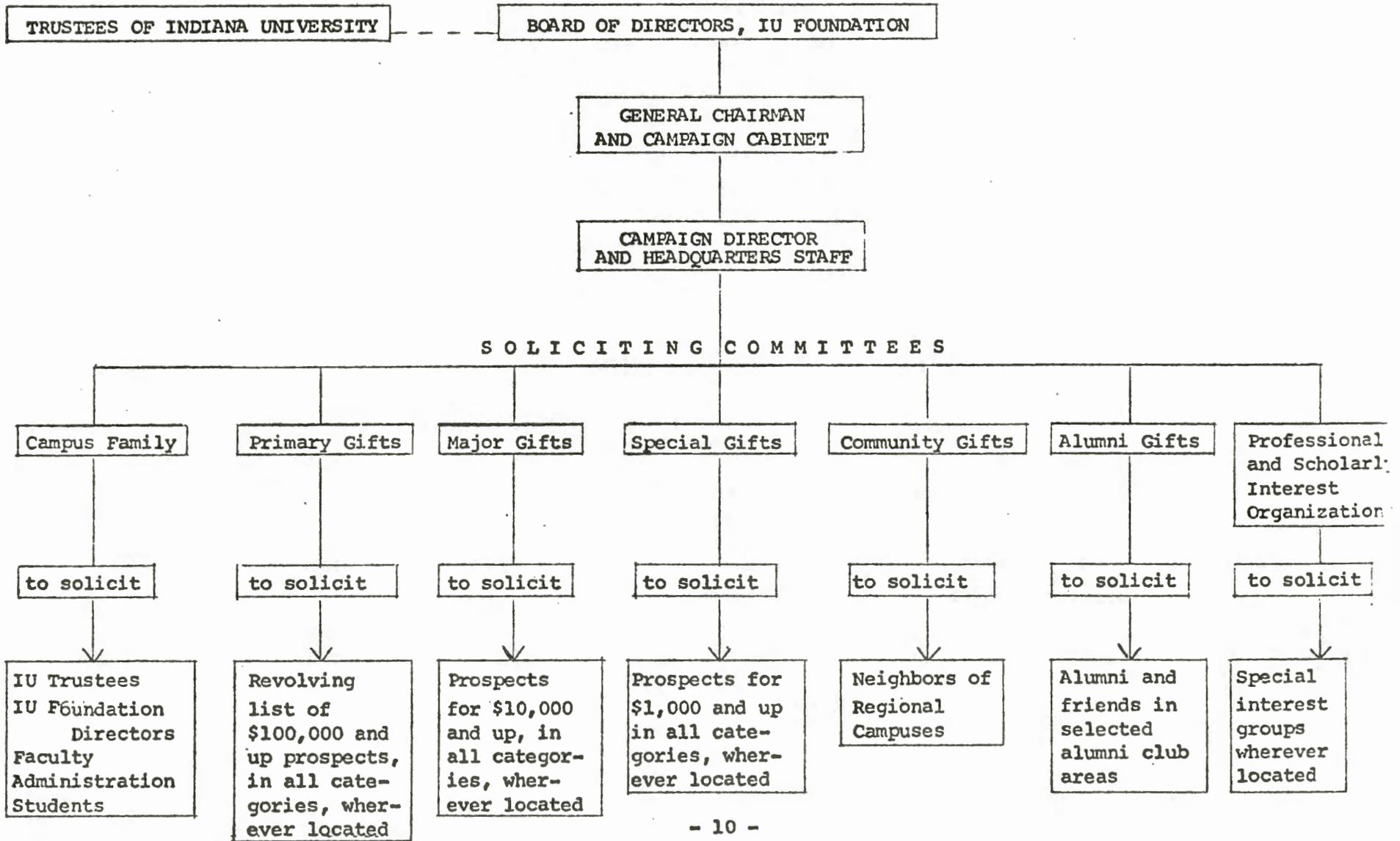
The campaign schedule as outlined in the attached "PLAN OF CAMPAIGN" was modified frequently due to unforeseen events such as the resignation of President Stahr, student unrest, and numerous other problems encountered throughout the campaign period. The figures below reflect the recorded progress achieved at various intervals.

QUARTERLY PROGRESS OF THE CAMPAIGN

DATE	AMOUNT PLEDGED	% OF \$25 MILLION GOAL
March 1968	--	
June 1968	--	
September 1968	\$ 11,853,438	47.4%
December 1968	12,560,845	50.2%
March 1969	13,400,951	53.6%
June 1969	13,778,282	55.1%
September 1969	15,169,311	60.6%
December 1969	16,643,037	66.5%
March 1970	18,265,530	73.0%
June 1970	19,599,022	78.4%
September 1970	22,286,378	89.1%
December 1970	27,153,349	108.6%
March 1971	\$ _____	
June 1971	\$ _____	

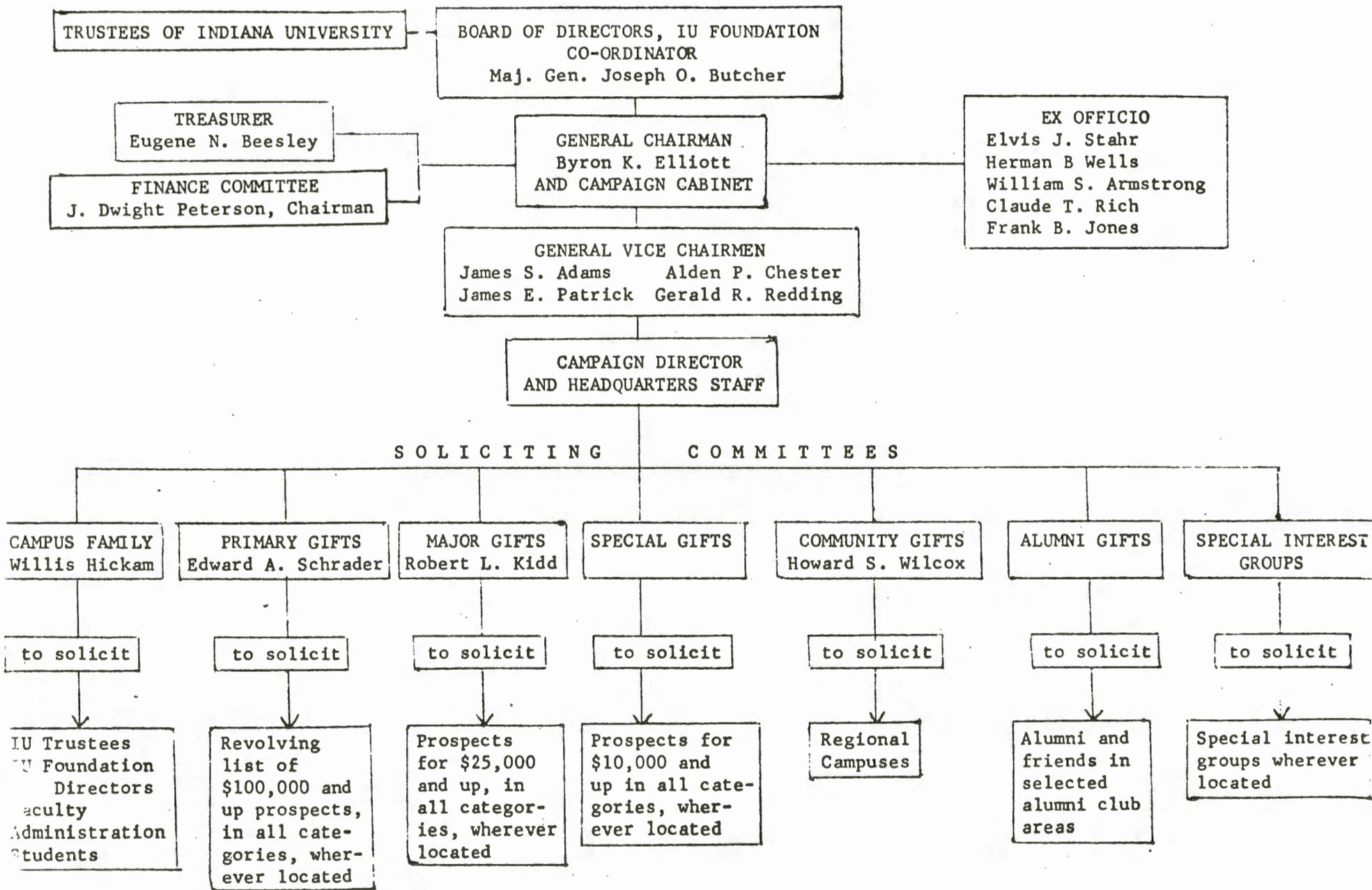
150th BIRTHDAY FUND OF INDIANA UNIVERSITY

BASIC ORGANIZATION CHART



150th BIRTHDAY FUND FOR INDIANA UNIVERSITY

BASIC ORGANIZATION CHART



THE TIMETABLE

Factors in Timing. A multi-million dollar campaign is an undertaking of considerable complexity. The constituency must be informed; leaders and workers must be enlisted; prospective donors must be identified and classified as to giving potential, and assigned; the beginning of solicitation by various groups must be signaled at appropriate intervals; and finally, report meetings and the inevitable follow-up activity must be had in the closing weeks of each of the many individual phases. All of these activities must be scheduled with careful regard to the manpower available in campaign headquarters and provided temporarily by the University to service the activities in the field.

It is sound campaign practice to seek the biggest gift first. The early moves, therefore, have special significance. Premature action, however, can be dangerous; where does one find compensation for the big giver who was alienated by poor salesmanship?

The simplified outline of activities which follows is divided into time groupings which have been deliberately extended to show maintenance of soliciting activity through calendar 1970. This timetable illustrates the principle of working from the

top down. It has been assembled in awareness that the larger the prospect, the longer the time period of consideration prior to decision.

Not all top prospects will have been identified as such at the outset; some of these will come into view only as the campaign progresses.

No attempt is made here to do more than to indicate the community programs. A big campaign is, of course, a collection of individual campaigns, each with its own personnel and timing.

Once individual timetables have been established, it becomes easy to determine how each program is performing. Is it running on schedule? The answer to this question gives an excellent measure of the health of the undertaking. Once established, the time schedule, whether local or national, must be respected or the program is in trouble.

THE TIMETABLE - BROAD OUTLINE

For the Initial Period Ending July 31, 1968

Select, staff, and equip campaign headquarters on campus.

Start weekly leadership conferences.

Draft Plan of Campaign for March 11 meeting of IU Foundation Board in Phoenix.

Information meetings with deans and faculty.

Enlist General Chairman.

Enlist balance of Campaign Cabinet; hold first meeting.

Discuss additional Ketchum personnel in May or earlier.

Determine campaign objective within 90 days of February 12.

Identify, research, evaluate, and start assigning Primary Gifts prospects for immediate approach.

Information meetings for Primary Gifts prospects.

Schedule information meetings in regional campus cities and selected alumni club areas and start enlistment of area leadership.

Information meeting for news media executives.

Evaluate and solicit Trustees and Directors after completion of top leadership enlistment.

Initiate programs of Special Interest Groups.

Prepare introductory folder, facts package, main brochure, memorials folder, and other literature and forms.

Announce campaign at Alumni Barbecue, June 8, 1968, with appropriate news coverage.

JULY 31: DEADLINE FOR 40% OF CAMPAIGN DOLLAR OBJECTIVE.

September through December, 1968

Continue Primary Gifts Solicitation, adding qualified names.

Cultivation, evaluation, and solicitation of Major Gifts prospects.

Cultivation, evaluation, and solicitation of Special Gifts prospects.

Continue information meetings in regional campus and key alumni cities.

Complete area leadership enlistments; hold Bloomington meetings of area leaders.

Schedule distribution of brochure to arrive not less than one week prior to kickoff by each group or area.

Continue distribution of campaign information to news media.

Consider additional alumni areas.

Continue programs of Special Interest Groups.

Start regional campus campaigns.

Start alumni area solicitations.

Special year-end opportunities.

DECEMBER 31: DEADLINE FOR 75% OF CAMPAIGN DOLLAR OBJECTIVE.

January through July, 1969

Continue Primary Gifts, Major Gifts, and Special Gifts solicitations, adding names as indicated by research.

Continue campaigns in regional campus cities.

Continue campaigns in alumni areas.

Continue programs of Special Interest Groups.

Continue distribution of campaign information to news media.

Telephone canvass.

Major campaign report at Alumni Barbecue.

JULY 31: DEADLINE FOR 100% OF CAMPAIGN DOLLAR OBJECTIVE.

The Ketchum Contract expires on July 31, 1969, but it also contains provisions for additional services at the option of Indiana University Foundation. The three sections which follow have been drafted in awareness that (1) at this stage some important solicitations will be incomplete, (2) the Sesquicentennial Celebration, scheduled for all of calendar 1970, will now be looming large on the horizon, and (3) regional campus and alumni area solicitations should be pursued only as long as they are reasonably productive.

September through December, 1969

Continue Primary Gifts, Major Gifts, and Special Gifts solicitation, adding names as indicated by research.

Coordination with Sesquicentennial Committee on planned events.

Continue campaigns at regional campuses.

Special progress reports.

Continue campaigns in alumni areas.

Continue programs of Special Interest Groups.

Continue distribution of campaign information to news media.

Mail appeal to scattered alumni (i.e. alumni not covered by personal assignment).

Seek special year-end giving opportunities.

January through July, 1970

Continue Primary Gifts, Major Gifts, and Special Gifts solicitation, adding names as indicated by research.

Continue campaigns at regional campuses.

Special progress reports.

Continue campaigns in alumni areas.

Mail appeal to scattered alumni.

Continue programs of Special Interest Groups.

Continue distribution of campaign information to news media.

Review and assess where special effort should be made for successful conclusion of campaign.

September through December, 1970

Wind up Primary Gifts, Major Gifts, and Special Gifts solicitation.

Conclude campaigns at regional campuses.

Finish campaigns in alumni areas.

Mail appeal to scattered alumni.

Wind up programs of Special Interest Groups.

Continue distribution of campaign information to news media.

Final progress reports.

Seek special year-end giving opportunities.

Victory Celebration.

SUPPORTING FUNCTIONS

Evaluations. "What is my fair share?" Evaluations help us supply the answer. By use of this technique, now widely recognized as indispensable to effective campaigning, discussion of support with a prospective contributor can be established quickly at an appropriate level. Such preliminary counsel-taking provides the solicitor with a well informed and reasonable basis for asking, and relieves him of the necessity of relying on his own judgment, which may be colored or limited by lack of knowledge of his prospect.

Evaluating committees are composed of men and women qualified by knowledge and repute for this duty. For excellent and obvious reasons, they remain anonymous.

Campaign Headquarters. It is the responsibility of the Campaign Director to help the lay leadership hold to the campaign timetable once it has been established and to help keep the activities on target. He and his staff can counsel the leadership away from known pitfalls and toward experience-tested methods. New techniques can be devised where needed.

The Campaign Director and his staff are responsible for the maintenance of accurate records, for staying within the approved expense budget, and for the promotion of the campaign through

the use of printed material, meetings, special events, and other appropriate methods.

Indiana University Foundation. Campaign Headquarters will maintain close working association with the office of the Foundation and will look to the officers of the Foundation for help and guidance in matters of access to records, contacts with key alumni officers, and departments of the University. Thus, there will be continued a close working association which began during the period of the feasibility study. Through their knowledge of University policy and their familiarity with campus mechanism these officers can provide invaluable assistance and can help to avoid overlapping functions and paper work.

The receiving and processing of gifts is an on-going function that will be greatly stimulated by the campaign, and will continue after its conclusion. In anticipation of the increased volume, this function will be reviewed with officers of the Foundation so that any necessary changes can be made.

The Campaign Office will devote itself primarily to the procurement of gifts, and these will be processed by the Foundation Office.

With the assistance of the Campaign Office, there will be set up in the Foundation Office a progressive record of pledges received and this will constitute the basic record of the campaign. Inclusion or exclusion of pledges requiring special attention will be decided by the Campaign Cabinet.

Coordinators. To speed communication, research, and action, coordinators will be designated by the appropriate authority to devote a portion of their time, with top priority, to the business of the campaign. An exact number is not proposed at this moment of writing, but coordinators will unquestionably be needed in the following: Alumni Office; Medical Center in Indianapolis; Schools of Law, Business, Dentistry, and others; and the regional campuses. As to the latter, it may be that the Deans of the regional campuses themselves may wish to serve in this capacity.

Sesquicentennial Celebration. The campaign will maintain close working association with this program, which Mr. Claude Rich will serve as Chairman. Such association can strengthen both programs. For example, a Sesquicentennial logotype can be devised and given use by both programs.

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Alumni Office. The Alumni Secretary will be intimately involved in the campaign activities, both by reason of his knowledge of the alumni and his ability to help mold the pattern of their activity in the campaign. In view of this close relationship, the appointment of a Coordinator of the Alumni Office may not be necessary. This question can be explored in the early weeks of the program. The campaign will, of course, draw heavily on the experience and friendships of the Alumni Office among the alumni groups.

The Medical Center. The Medical Center in Indianapolis presents problems of separate character. Here a Coordinator will certainly be needed and a separate office will be required to accommodate the campaign activities during at least a portion of the entire program. Such an operation will help avoid costly and wasteful duplication of prospect files so that only top prospect files need be maintained at Bloomington.

There must be special and intensive effort at the Medical Center to help identify and cultivate prospects. It is particularly important that this Coordinator be free to give top priority time to campaign staff work. Additional staffing will be required here later.

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Publicity. Information on campaign developments suitable for distribution to news media will be prepared by the Campaign Office and delivered to the University News Bureau for appropriate handling. Progress bulletins will be produced by the Campaign Office and will be distributed to appropriate segments of the voluntary organization at appropriate intervals. Area leaders will be assisted and encouraged to make their own publicity. Special reliance will be placed on University publications through which campaign news can be disseminated.

Special Interest Groups. In this category we place a wide variety of organizations, some identified by scholarly activities, some identified by artistic or other cultural interest, and some by professional grouping. Encouragement will be given to all such groups, not only to initiate funding projects appropriate to the campaign, but to help celebrate and publicize it. The identification of all such groups will be no easy project.

Foundations. Here, as in other areas of potential support, the first need will be that of complete identification of all prospects. Files of the Internal Revenue Service will be consulted along with private sources. The Campaign Office will help arrange presentations.

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Deferred Gifts. Care should be taken that the campaign will not interfere with any existing wills or trusts with this exception: that where the creator of a will or trust may prefer early performance which he or she may enjoy witnessing, a change may be encouraged. In the later stages of the current program, the Campaign Office will prepare and help launch an integrated system for the stimulation of trusts and bequests.

SOURCES OF SUPPORT

Trustees and Directors. Members of the Board of the Indiana University Foundation are knowledgeable in that they have brought the 150th Birthday Fund into being. So are the Trustees of Indiana University, who suggested that they take this action. These groups should be solicited first, so that their gifts and enthusiasm will serve as an inspiration to others.

Primary Gifts. These are prospects with evaluations of \$100,000 or more, regardless of location. They can be alumni or other individuals, companies, foundations, or family groups. Additions will be made to this list throughout the campaign. Solicitors will include the General Chairman, the President, the Chancellor, the Executive Director of the Indiana University Foundation, and other campaign leaders called on by the Chairman of this division. This list will initially number 100 or so, but additions will be made as evaluations warrant.

Major Gifts. These are prospects for \$10,000 or up in all categories wherever located. This, too, will be a revolving list, but the list of solicitors will be somewhat less flexible than those working on the Primary Gifts Committee. Initially, this list will contain a minimum of 200 names, to which additions will be made.

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Special Gifts. This category of prospects for \$1,000 and up will be considerably larger. Initially the list will contain an estimated 1,200 names or more. Many of this group's prospects, and similarly a few of its workers, will be transferred to regional campuses and alumni area campaigns as these are organized.

Faculty. Indiana University has 1,995 full-time faculty members with the rank of instructor or higher, all of whom should be solicited after appropriate information programs, but not all of whom will give.

Administration and Staff. The University has an administrative-staff payroll of 6,613. Each person on this list should be given opportunity to participate but care should be taken that pressure is not applied. We have not included hourly rated personnel.

Students. There are 27,016 students in Bloomington, 3,199 at Indianapolis, and 10,250 part-time or full-time students at the regional campuses. Each student should be given opportunity to contribute time or money, or both, to the 150th Birthday Fund but the signing of unrealistic pledges in moments of enthusiasm should be discouraged.

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Alumni. Indiana University, by one recent count, had a total of more than 182,000 known former students. Roughly half of these received degrees and are therefore the better prospects. By rough calculation, 75% of the donors to the Annual Fund have degrees. The total population of the 30 alumni group areas presently marked for intensive solicitation is 61,467, about half of these bearing degrees. Every effort will be made to enlist the workers needed and to distribute assignments for personal solicitation in these areas, but always with prior attention to the holders of degrees and non-graduate contributors to the Annual Fund. All known alumni not reached by personal approach will be solicited by mail.

Bloomington Neighbors. In many respects the Bloomington business community will be similar to that of the regional campus. Here, however, there has been a longer and more intimate association between town and gown and a more intensive effort is justified.

Community Gifts. In theory, all of the neighbors of a regional campus are good prospects, and each community should be studied with care to avoid missing genuine opportunities. The leading prospects in each area are top firms of the business community and the leading individuals and families. Experience shows

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that this type of campaign produces pledges ranging in number from a few hundred to a few thousand. Parents of students enrolled at the regional campus should not be overlooked.

Corporations. Although Indiana University has much useful association with its corporate neighbors in Indiana and elsewhere, an outright asking by the University will be comparatively novel to many and totally new to others. For initial identification, the roster of the State Chamber of Commerce, the files of Aerospace Research Applications Center (ARAC) and the donors of gifts, grants and endowments for research and fellowships can represent a useful beginning.

Foundations. The Foundation Directory (Russell Sage Foundation) shows 98 listings in Indiana and there are many smaller foundations in Indiana and elsewhere which must be identified by research. Many officers of the University have excellent working contacts with big national foundations, as well as scattered others where IU has friends and influence.

Parents. Solicitation of this group must be approached with caution since many parents, even with scholarship and tax help, are making sacrifices for the education of their children. The idea of voluntarily giving to Indiana University will be new to many of these.

CAMPAIGN AREAS

Regional Campus Communities. As previously indicated, there will be separate campaigns in certain of the communities where Indiana University has regional campuses. These campaigns will have objectives which include items of benefit to both the local campus and the community, such as:

Faculty development and retention

Scholarships

Enrichment of academic program

"Catch-up" library acquisitions

Equipment needed immediately (a "seeding" measure)

Care must be taken in the management of these campaigns that local interest is not emphasized to the point of excluding the image of, or help to, the mother institution at Bloomington. A simple formula for distribution of funds must be drafted, discussed and approved. In preparing these campaigns, determination must first be made by the University administration as to where local campaigns are desirable and practical, and where not. Some negotiation with associated institutions will be indicated. Individual quotas will be determined by ascertaining from the individual Deans the total immediate need and then adjusting the resulting figures to realistic amounts. Here the community's fund-raising experience plus advice of fund-raising counsel

will be useful. Care must be taken in each community to schedule the local program with the knowledge and approval of the Chamber of Commerce or whatever agency concerns itself with the clearance of fund-raising activity.

Alumni Areas. Intensive organization and person-to-person solicitation will be undertaken in a limited number of alumni areas. These areas will number approximately 30, selected because they contain the greatest concentration of alumni. In these areas, emphasis will be placed on solicitation of holders of degrees from Indiana University. In addition, lists of non-graduates will be studied carefully and liberal helpings from this source will be added to the list of prospects marked for personal solicitation. Care must be taken, however, not to include individuals who are known to be indifferent or antagonistic to the University. Visits to such prospects can quickly discourage and dishearten a solicitor. For tentative alumni campaign areas, see following page.

TOP ALUMNI CLUB AREAS

<u>Area</u>	<u>Total</u>	<u>Area</u>	<u>Total</u>
Indianapolis (Men)	9,000*	Terre Haute (Vigo Co.)	1,226*
Indianapolis (Women)	6,200*		
Chicago, Illinois	4,736	Muncie (Delaware Co.)	1,183
Fort Wayne (Allen Co.)	3,869	Kokomo (Howard Co.)	1,115
Gary	3,585	Columbus (Bartholomew Co.)	1,081
South Bend (St. Joseph Co.)	3,056	Richmond (Wayne Co.)	954*
Los Angeles, California	2,707	Marion (Grant Co.)	953
Evansville (Vanderburgh Co.)	2,707	San Francisco, California	890
New York City	1,926	Franklin (Johnson Co.)	856
Calumet Center	1,764	Connecticut	690
Southeastern Indiana	1,650*	Columbus, Ohio	689
New Jersey	1,645*	Linton (Greene Co.)	647
Detroit, Michigan	1,605	Cincinnati, Ohio	636
Washington, D.C.	1,531	Logansport (Cass Co.)	597
Elkhart, Indiana	1,438*	Michigan City	594
Louisville, Kentucky	1,350*	Dayton, Ohio	587

*Indicates old figure

The above list includes both degree holders and non grads, who tend to be more or less equal in numbers.

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Area Quotas. After prospects have been classified and a sampling of evaluations is obtained, a quota will be assigned each area. These quotas will be set in terms of the collective ability of the group or area to give. Competition among areas will be encouraged on a basis of percentage of quota raised and not on the number of dollars. Experience indicates that campaigning does not end when such a quota is reached. There always is the incentive to do better percentage-wise than other areas. A leadership which has committed itself thoroughly to the campaign is not likely to rest until the opportunities to commit others have been exhausted.

Evaluation of prospects must take place in conjunction with the leadership in each area and not arbitrarily from a distance. In this way, the reasonableness of the quota is established locally and is accepted by those who had a hand in its origin.

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Annual Funds. It is important that the valuable pattern of alumni annual giving be preserved without interruption, but in such fashion that it does not reduce the emphasis on the more substantial pledging requirements of the Sesquicentennial gifts campaign. To do this, there must be careful scheduling in each alumni area in recognition of these principles:

- 1) During the academic year in which the campaign visits an area, there will be only one solicitation in that area.
- 2) During years in which the campaign does not visit an area, the 150th Birthday Fund may proceed as usual in that area.
- 3) When campaign pledges preclude giving to the annual funds, the annual fund thus deprived will be credited with an amount equal to the last annual gift, or an amount equal to an established pattern for each year of the pledge. Such credits preserve the habit and the record of annual giving, but in no case will such crediting result in multiple counting of gifts toward the overall objective.

STANDARDS OF GIVING

Large amounts of money are not raised by casual asking ("anything you can spare will be quite all right"). In advance of any asking whatever, the leaders must know what standards of giving are necessary to success. So informed, they can and must then communicate a sense of these standards to the entire constituency.

A table of standards of giving is a sobering thing, and rightly so. It says, in effect, that without gifts of the order indicated, the entire effort will fail. In a mood of urgency created by this awareness, campaign leaders are better prepared to offer specific suggestions to prospective donors.

One of the fundamentals of fund-raising, and one which we will practice throughout this campaign, is the identification, cultivation and thoughtful solicitation of the University's friends. The solicitor is more able to do a good job when he (1) proceeds in awareness of the caliber of gifts required for success and (2) makes each approach fortified by a specific evaluation.

The table which follows draws upon experience gathered on many campaigns.

STANDARDS OF GIVING NECESSARY TO SUCCESS

IN A \$25,000,000 UNIVERSITY CAMPAIGN

<u>GIFTS</u>	<u>AMOUNT</u>	<u>TOTAL</u>
1	\$ 2,500,000	\$ 2,500,000
5	1,000,000	5,000,000
10	250,000	2,500,000
50	100,000	5,000,000
100	50,000	5,000,000
5 to 10 thousand	Miscellaneous	<u>5,000,000</u>
		\$25,000,000

The top 16 gifts as listed above would total \$10,000,000. The top 166 would total \$20,000,000. However that number is made up, \$20,000,000 must come from not more than 166 givers-- personal, family, corporate and foundation.

The above tabulation is intended to indicate general patterns, rather than provide a precise formula. Substitution may be necessary; the gifts that cannot be found in one category must be made up in others.

In viewing the above figures it can be noted that the results of successful campaigns in recent years show that something on the order of 55 to 60 percent of the money raised comes from the top ten donors.

The Century and a Half Club. The lifting of sights must operate from the bottom upward, as well as at the top. For this purpose there is proposed a class of pledge which starts at \$360 ("only ten dollars a month for 36 months") and entitles the subscriber to (1) a Sesquicentennial Medallion, (2) a Sesquicentennial Certificate suitable for framing and (3) listing on the Sesquicentennial Honor Roll. The offering literature may include this alternative: \$150 per year for three years, billed quarterly. This technique has a good sight-lifting effect, and only rarely does it produce a gift of less than the fair potential of the prospect.

Memorials. Classrooms, laboratories and entire buildings relating to the campaign may be identified and priced for memorial purposes, and offered in special literature. The net effect we are here describing is that of constant encouragement of all prospects to higher levels of giving.

FUNDAMENTALS OF SOLICITATION

- 1) No one asks another for a gift until he has pledged generously himself.
- 2) No one asks another for a gift until he has participated in group instruction to make him familiar with the 150th Birthday Fund program, and can answer questions pertaining thereto.
- 3) The two-man approach is recommended, especially to the large donor.
- 4) A minimum of two calls is indicated. Third and fourth visits may be necessary to produce truly significant pledges. The first call should be informative, explorative and stimulating and should end with the prospect knowing the hoped-for range of giving. The second call provides time for the appeal to "soak" and an opportunity to answer new questions or new objections.
- 5) The pledge card is never left with the prospect. It is produced only when the prospect is ready to sign in the presence of the solicitor. The card which is left may never be mailed in, or may come in with a disappointing figure.

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- 6) The donor may wish to protect his pledge through appropriate provision in his will, and this can be suggested to prospects close to the University.

 - 7) Payments over a period of 36 months or four possible tax years are suggested but not stipulated. Potential upper-level subscribers will be informed that commitments over even a longer period, if desired, may be discussed. Since soliciting will be done over an extended period of time, no effort will be made to have payments on pledges start on a single given date, but special effort must be made to have the subscriber specify the beginning date and terms of subscription.

BASIC CAMPAIGN POLICIES

- 1) Pledges containing unusual features will be submitted to the Campaign Cabinet.
- 2) All securities will be recorded and delivered to the Indiana University Foundation. Except as the donor may instruct, decision as to disposal rests with the Foundation.
- 3) All life income, annuity, living trust, bargain sales, gifts in kind, or insurance-type gifts will be submitted to the Indiana University Foundation for drafting, appraisal and recommendation.
- 4) All pledge cards and payments will be delivered promptly to the office of the Indiana University Foundation for audit and processing.
- 5) The Campaign Office will acknowledge all gifts received by it, and similarly all other offices receiving gifts.
- 6) All campaign literature will be prepared by Campaign Headquarters.
- 7) All campaign news releases will be prepared by the Campaign Office and issued through the Indiana University News Bureau.

- 8) A memorial opportunity plan will be initiated when plans are available, and a Memorials Register will be created.

- 9) The Indiana Legislature recently encouraged Hoosiers to give voluntary support to their educational institutions by providing certain income tax incentives. This legislation, it is now believed, overlooked the relationship between the state university and its voluntary and independent foundation. This makes for certain internal complications in the processing of gifts. Since the campaign seeks to present prospective donors with simple opportunities rather than with problems, it is hoped that Indiana University will provide the necessary mechanism for the handling of gifts falling in this category.

CAMPAIGN EXPENSES

The contract between the University and Ketchum, Inc. provides that total expenses aside from the Ketchum fee shall be determined not later than April 30, 1968 and that all expenditures shall be made in accordance with this budget.

All billings will be addressed to the Indiana University Foundation and approved by the Campaign Director. With the exception of petty cash, the campaign office does not make disbursements.

Campaign expenditures must be made with care and prudence. It is not the course of wisdom, however, to save pennies and lose dollars by using second grade working tools.

The following budget is therefore submitted, to become effective with the acceptance of the Plan of Campaign:

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SUGGESTED TEXT FOR PLEDGE CARD

150th BIRTHDAY FUND OF INDIANA UNIVERSITY

To aid the program, and in consideration of the gifts of others, I/we subscribe dollars

(\$) payable as follows:

\$.....monthly	\$.....quarterly
\$.....semi-annually	\$.....annually

Total pledge \$.....
Paid herewith \$.....
Balance payable \$.....
First payment due

Please make checks payable to Indiana University Foundation.

Contributions are deductible for income tax purposes as provided by law.

As a convenience to subscribers, the Foundation will send reminder billings in advance of due dates unless instructed to the contrary.

MEMORIAL RESERVATIONS

Donor reservations for specific memorial projects have been recorded in the MEMORIAL RESERVATION LEDGER maintained in the 150th Birthday Fund Office, 7th Floor Tower, Indiana Memorial Union. A sample reservation sheet is included herein as Exhibit MR-1. A summary of the projects available and reserved is listed below:

<u>Project</u>	<u>No. Available</u>	<u>No. Reserved</u>
MUSICAL ARTS CENTER	1656 valued @ \$6,653,240	29 valued @ \$ 91,060
ASSEMBLY HALL	68 valued @ \$2,091,300	29 valued @ \$ 316,100
HOOSIER HERITAGE HALL	34 valued @ \$1,340,100	1 valued @ \$ 150,000
FINE ARTS PAVILION	<u>32</u> valued @ <u>\$4,146,000</u>	<u>2</u> valued @ <u>\$1,200,000</u>
TOTALS	1790 \$14,230,640	61 \$1,757,160

In addition to construction project memorials numerous gifts were earmarked for specific scholarships, professorships and other special uses. Gift designations were specified on transmittals and a record of the designation is maintained by the Indiana University Foundation.

Amount of Subs.	Board	Faculty and Staff	Alumni	Corporations	Fndns Trusts Estates	Friends	Others	Total
27,100			1					1
25,550	1							1
25,387			1					1
25,000		1	1	4		1		7
24,562			1					1
22,500				1				1
21,300				1				1
20,666		1						1
20,000	1	1	1	1				4
18,700			1					1
18,500			1					1
17,700	1							1
17,450	1							1
16,800			1					1
16,500			1					1
16,000			1					1
15,750			1					1
15,500			1	1				2
15,000			2	1		2		5
14,500			1					1
14,000			1					1
12,650							1	1
12,504		1						1
12,500	1							1

Ketchum, Inc. - U/C, Schools

Amount of Subs.	Board	Faculty and Staff	Alumni	Corpo- rations	Fndns Trusts Estates	Friends	Others	Total
12,000		1	2	1				4
11,500						1		1
11,107	1							1
11,000			1	1		1		3
10,229							1	1
10,130			1					1
10,118			1					1
10,000		1	9	4			1	15
9,000			1					1
8,400			1					1
8,235			1					1
8,000			1					1
7,500			2			1		3
7,000		2	1					3
6,800			3					3
6,750			1					1
6,400			1					1
6,061	1							1
6,000			2	2				4
5,900		1	1					2
5,833					1			1
5,700			1					1
5,550			1					1
5,200	2							2

Amount of Subs.	Board	Faculty and Staff	Alumni	Corpo- rations	Fndns Trusts Estates	Friends	Others	Total
5,150	1							1
5,050			1					1
5,037			1					1
5,000	5	1	22	7	1	2		38
4,932		1						1
4,725			1					1
4,526						1		1
4,500			1					1
4,000		2	3					5
3,750			1		1			2
3,600		1	3	1		1		6
3,557			1					1
3,551				1				1
3,450		1						1
3,400			1					1
3,300						1		1
3,160						1		1
3,150			1					1
3,000	2	3	9	3				17
2,700			1					1
2,625			1					1
2,580							1	1
2,525	1							1
2,519	1							1

Amount of Subs.	Board	Faculty and Staff	Alumni	Corpo- rations	Fndns Trusts Estates	Friends	Others	Total
2,500	1	2	8	2			1	14
2,400			6					6
2,331		1						1
2,300		1	1					2
2,160		1						1
2,100			1					1
2,075		1						1
2,055			1					1
2,000			15	2		1		18
1,800		6	1					7
1,742			1					1
1,722		1						1
1,695			1					1
1,620		1						1
1,600			1					1
1,580			1					1
1,500	1	11	13	1				26
1,495			1					1
1,480		1						1
1,464			1					1
1,459		1						1
1,440		1	2					3
1,400		2	1					3
1,332		1						1
1,300			1					1

Ketchum, Inc. - U/C, Schools

Amount of Subs.	Board	Faculty and Staff	Alumni	Corpo- rations	Fndns Trusts Estates	Friends	Others	Total
1,275			1					1
1,260			1					1
1,200		15	26	1				42
1,150			1					1
1,100		2	2					4
1,085		1						1
1,080		5	3					8
1,050			1					1
1,020		1						1
1,008		1						1
1,005		1		1				2
1,000	7	29	54	9	1	0	1	101
<hr/>								
Sub Totals	39	110	247	57	16	22	10	501
Under 1,000	7	4,201	5,017	-	-	-	-	9,225
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Totals	46	4,311	5,264	57	16	22	10	9,726

Note: The above statistics do not include approximately 18,000 annual giving contributors or corporate gifts received through Regional campus campaigns.

CLASSIFICATION OF ALL SUBSCRIPTIONS:

	<u>Number Subscribers</u>	<u>Amount Subscribed</u>
INSTITUTIONAL FAMILY:		
Trustees and Foundation Board Members	46	\$ 1,857,410
Faculty	1,374	2,365,430
Staff	2,937	159,771
Alumni	5,229*	6,617,390
Parents	--	
Students	35	999
CORPORATIONS: (Note - Substantial additional Corporate gifts are reflected in the separate reports for IUPU-I and Fort Wayne.)		
Banks, Savings and Loan, and Building and Loan Companies	8	127,200
Industrial	14	1,015,500
Commercial (Retail, Wholesale, Chain and Service)	33	313,581
Utilities	2	113,000
Regional Campus Gifts (Transmitted as units)	-	929,293
MATCHING GIFTS: (Handled through Annual Giving Office. Separate statistics not available.)		
INDIVIDUALS: (Non-Alumni Friends)	22	6,177,382
CLUBS, FRATERNAL ORDERS, LABOR UNIONS, AND ASSOCIATIONS:	10	490,485
PHILANTHROPIC FOUNDATIONS, TRUSTS AND ESTATES: (Does not include Corporate Foundations)	<u>16</u>	<u>6,985,908</u>
	9,726	\$27,153,349

*-Plus approximately 18,000 Annual Giving
Subscriptions transmitted as a group.

GIFTS TO THE 150TH BIRTHDAY FUND
AS DESIGNATED BY DONOR

<u>THE EIGHT GOALS</u>	<u>GIFTS NEEDED</u>	<u>GIFTS RECEIVED</u>	<u>BALANCE NEEDED</u>
Musical Arts Center	\$ 5,100,000	\$ 3,004,946	\$ 2,095,054
Assembly Hall Equipment	500,000	380,558	119,442
Fine Arts Pavilion	2,500,000	1,764,427	1,178,473 *
Hoosier Heritage Hall	1,300,000	615,000	1,178,473 *
Library Books	2,000,000	2,758,434	-
Endowed Professorships and Scholarships	4,100,000	6,703,713	-
Regional Campuses	3,500,000	1,137,714	See Note 2
Research Center-Indianapolis	6,000,000	See Note 1	3,000,000
IUI and Medical Center	-	3,534,847	-
Gifts Designated by Donor to Other I.U. Projects	-	1,841,845	-
Continuing Projects funded through Annual Giving	-	3,200,969	-
Unrestricted Gifts	-	2,210,796	-
Minimum Needs	\$25,000,000		
Totals as of January 8, 1971		\$27,153,349	\$ 7,477,869

* Gifts of \$442,900 to Fine Arts and \$400,000 to Hoosier Heritage Hall were specified by the donors for purposes other than construction costs.

Note 1 - A special campaign for the Indianapolis Center for Advanced Research is now being undertaken as a joint project of Indiana University, Purdue University and the citizens of Indianapolis. The first progress report is expected to be announced on or before January 23, 1971. Subscriptions from this campaign will be credited 50% to the 150th Birthday Fund for Indiana University and 50% to the Purdue Centennial Fund.

Note 2 - Special fund-raising campaigns within the respective communities are yet to be completed.

GIFTS RECEIVED FROM ALL SOURCES
BY SIZE OF GIFT

<u>Range</u>	<u>No. Gifts</u>	<u>Total Amount</u>
Over \$1,000,000	5	\$11,121,000
\$250,000 to \$ 999,999	11	4,489,876
\$100,000 to \$ 249,999	17	2,531,044
\$ 25,000 to \$ 99,999	39	1,593,674
\$ 5,000 to \$ 24,999	123	1,147,932
Under \$ 5,000	<u>27,531</u> *	<u>6,269,823</u>
	27,726	\$27,153,349

* Includes approximately 18,000 annual giving contributors, most of whom contributed in each of the three years included in the Birthday Fund.

SOURCE OF FUNDS RECEIVED

Trustees and Foundation Board Members	\$ 1,857,410
Faculty and Staff	2,525,201
Alumni	6,618,389
Friends	6,177,382
Corporations and Associations	2,989,059
Foundations, Trusts & Estates *	<u>6,985,908</u>
	\$27,153,349

*Includes Alumni Bequests

Alumni Giving in all categories totaled \$16,690,560.

(This page amended after program went to printers.)

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S U M M A R Y O F G I F T S R E C E I V E D

T Y P E O F G I F T

Cash and Securities	\$ 9,030,705
Signed Subscriptions	16,251,411
Gifts in Kind	<u>1,871,233</u>
	\$27,153,349

P U R P O S E O F G I F T

New Buildings and Equipment	\$ 9,594,692
Library and Art Collections	3,201,334
Endowment (Scholarships & Professorships)	6,703,713
Misc. Special Programs	2,241,845
Student Aid	3,200,969
Unrestricted	<u>2,210,796</u>
	\$27,153,349

BALANCE NEEDED TO COMPLETE
CONSTRUCTION PROJECTS

Musical Arts Center	\$ 2,095,054
Fine Arts Pavilion	\$ 1,178,473 *
Hoosier Heritage Hall	\$ 1,084,900 *

* Gifts of \$442,900 to Fine Arts and \$400,000 to Hoosier Heritage Hall were specified by the donors for purposes other than construction costs.

Funds to complete special regional campus projects and the Indianapolis Center for Advanced Research are being sought through **special community campaigns in the** respective cities. Although minimum **goals have** been achieved in other campaign projects, donors may continue to add gifts to meet the many needs and opportunities in areas such as Professorships, Scholarships, Library Acquisitions and unrestricted funds.

CAMPAIGN EXPENSE REPORT

Indiana University	Bloomington	Indiana
Name of Institution	City	State
\$25,000,000	Lewis W. Barron	1968-71
Objective	Director	Year
Open	\$662,927.57 (as of 12/31/70)	
Approved	Expenditures	
Expense Budget		

EXPENSE DISTRIBUTION

	Expenditures	(For Office Use Only)
1. Duplicating Service	\$ 7,695.41	
2. Headquarters Equipment	14,636.97	
3. Headquarters Payroll	332,096.51	
4. Headquarters Rental	25,205.04	
5. Headquarters Supplies and Forms	37,485.22	
6. Meetings	24,066.90	
7. Postage	12,019.18	
8. Promotion and Publicity	100,868.82	
9. Telephone and Telegraph	18,882.99	
10. Transportation and Messenger Service	98,970.53	
SUBTOTAL	662,927.57	
* Additional Commitments Not Posted Above	NA	
GRAND TOTAL	\$662,927.57 **	

** Does not include consulting fee.

* Final Bills and Invoices not included in categories above.

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VOLUNTEER CAMPAIGN LEADERSHIP
150TH BIRTHDAY FUND
FOR INDIANA UNIVERSITY

General Chairman

Byron K. Elliott

Honorary Chairman

Bob Hope

General Vice-Chairmen

James S. Adams
Alden P. Chester

James E. Patrick
Gerald R. Redding

Milton J. Fineberg
J. Fred Risk

Finance Committee Chairman

J. Dwight Peterson

Campus Family Chairman

Willis Hickam

Primary Gifts Chairman

Edward A. Schrader

Major Gifts Chairman

Robert L. Kidd

Community Gifts Chairman

Howard S. Wilcox

Alumni Gifts Chairman

J. Howard Alltop

Ex Officio Members of Campaign Cabinet

Joseph L. Sutton
Herman B. Wells

William S. Armstrong
Joseph O. Butcher

Claude T. Rich
Frank B. Jones

NATIONAL AREA CHAIRMEN

New York, New Jersey

Vern M. Boxell

New England

E. W. Kelley

Delaware, Pennsylvania,
West Virginia

John L. Young

Maryland, Virginia

Roger W. Eisinger, Jr.

District of Columbia

Douglas Whitlock

Southeast

Joseph F. Volker

Kentucky, Mississippi,
Tennessee

G. Ted Smith

Michigan, Ohio

Paul E. Tobin

Illinois

James E. Cathcart *

Arkansas, Kansas, Missouri

Robert A. Ravensburg

Northwest

Moses B. Thompson

California

Jacob Swartz
John H. Klopp
Robert A. Dobbins

Arizona, New Mexico

James E. Patrick

Louisiana, Oklahoma, Texas

Robert L. Kenderdine

INDIANA AREA CHAIRMEN

William G. Bannon
Robert L. Boyd
Donald C. Danielson
John E. Early

Robert E. Gates
Vernon R. Huffman
Paul G. Jasper

Robert A. Lucas
Thomas S. McGrain
R. Dewey Welch

METROPOLITAN INDIANAPOLIS ALUMNI CHAIRMEN

Robert J. Boeglin
C. Severin Buschmann
James L. Kittle

T. Randolph McCullough
John D. Peterson
Paul R. Summers

Leland E. Tanner
Harold H. Wells

* Deceased



More than 3,200 volunteers served in various capacities throughout the campaign. These names are listed in the printed program prepared for the Recognition Dinner held January 23, 1971.

A complete card file on the volunteer force, listing names, addresses, campaign position, etc. is maintained in the 150th Birthday Fund Office, 7th Floor Tower, Indiana Memorial Union.

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The Transmittal System used for recording all subscriptions to the 150th Birthday Fund is outlined in the attached memo dated November 18, 1968 and marked Exhibit TR-1.

This system has been satisfactory, with minor exceptions. During late 1970 it was determined that the procedure with respect to the recording of "payments on pledges which have been previously recorded" (Item 3, Page 1, of attached Exhibit TR-1) should be modified by listing on the records maintained in the 150th Birthday Fund Office all subsequent pledge payments received by the Indiana University Foundation. Mrs. Barr has now completed this extensive review and posting in order to provide a complete MANUAL COLLECTION SYSTEM which it is essential to maintain until such time as the Indiana University Foundation computer equipment is programmed to handle collection records.

A limited audit was made of the transmittal system records maintained by the 150th Birthday Fund Office. Those were found to be in balance with the Master and Division files; however, the overall totals do not balance with the Indiana University Foundation computer records. A limited review of individual accounts indicates the problem to be simply a question of arriving at uniform cut-off dates plus the fact that the Indiana University Foundation does not cut receipts and/or machine record the unpaid portion of certain large subscriptions. A further limited review should identify the discrepancies between the two systems and provide a basis for switching the collection billing to computer control.

1820



Indiana University Foundation
150th BIRTHDAY FUND
for Indiana University

1970

MEMO

Seventh Floor • Tower • Indiana Memorial Union • Bloomington, Indiana 47401 • 812-337-8933

To: Virginia Barr

Date: November 18, 1968

From: Wm Adams Littell

Subject: Processing Pledges

By agreement with the Business Office of the I.U. Foundation all pledges received in the campaign will be processed, in the Campaign Office. For this purpose the Foundation Office will forward to us immediately for processing any pledges received by them. Indicated below are the main steps by which we do the processing:

On Receipt of Pledge or Gift

1. Pull the division and master cards which correspond to the subscription card and keep all three together until transmittal has been typed. If there is clear evidence of a gift or commitment (check, stock certificate, letter, etc.) but no pledge card, prepare a 4 x 6 plain white card which gives essential information but which cannot be mistaken for a pledge card prepared by the subscriber.
2. Compare the name and address typed on the subscription card with the signature and address of the pledge card, resolve discrepancies, and make all alterations in red.
 - a. Make such changes as are necessary on the division and master cards, under "action" post such information as "will contribute next year," "will increase subscription," etc.
 - b. Post all "refusals" on the subscription line in red on both the division and master card.
3. Do not record payments on pledges which have been previously recorded. It is the responsibility of the Campaign Office to stimulate, receive, and record pledges and hand these over to the I.U. Foundation Business Office for further handling and collection. Any such receipts will be covered by separate memo and handed over to the Foundation but will not appear on the transmittal. The last column of the transmittal form ("Herewith") will therefore reflect only the payments, if any, which accompany pledges.

Interpretation of Terms and Conditions

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Verify: Date Amount Subscribed Amount Paid Herewith Terms of Payment | Signature
Solicitor's Name
Memorial Unit Reservation, if any
Other restriction, if any |
|--|---|

2. If cash is attached, write the word "cash" in red pencil where the amount "Paid Herewith" is shown on the card.
3. Ask the director in charge of the division, or one of the campaign leaders, to interpret any terms or conditions which are not clearly stated on the card. This may require a phone call to the campaign worker or directly to the subscriber for clarification. Long distance phone calls should not be made without the approval of either the director in charge or the office manager.
4. Enter or verify the memorial unit reservation in the memorial or project register.

The Transmittal System

The transmittal is an instrument for transmitting subscription cards and payments from Campaign Headquarters to the Business Office of the I.U. Foundation and requires an acknowledgment. The original goes to the Business Office accompanied by pledge or corresponding cards and payments, if any. The second copy is signed by the Business Office in receipt and is returned to the campaign director for his permanent record.

1. A pledge number is assigned to each subscription and is marked in red in the upper left corner of the card. A gift category number (0 to 9) is similarly marked in red in the upper right corner.
2. Data contained on subscription cards or the corresponding white cards is then recorded on the transmittal.
3. Transmittals and corresponding pledge cards and payments will be hand-carried from Campaign Headquarters to the Foundation Business Office, signature obtained on the director's copy, and returned to Campaign Headquarters. Cash or checks should not remain in Campaign Headquarters or director's possession overnight.
4. As previously noted, cash or checks received as payments on subscriptions previously entered should be recorded by separate memo and immediately forwarded to the Business Office, which has responsibility for collections. Such payments need not be entered on either master or division cards.
5. Copies of transmittals will be distributed as follows:
 - a. The original which goes to the Business Office will be known as "Client's Copy" for inclusion in the client's copy of the Final Report.
 - b. The second copy will be known as the "Report Copy" which will carry the acknowledgment of the Business Office and is for the Ketchum copy of the Final Report.

- c. Third copy -- Headquarters Copy
 - d. Fourth copy -- General Chairman
 - e. Fifth copy -- President, if desired
 - f. Sixth copy -- Mr. Armstrong, if desired
6. Preparing a transmittal that requires more than one page.
- a. Number the pages consecutively in the space provided at the top of each sheet.
 - b. Total columns on the last page only.
 - c. Fill out the "Acknowledgment" on the bottom of the last page only, ready for signature.
7. Date the transmittal the day it is typed. Separate transmittals will be prepared for each separate division, and recapped in a summary transmittal.
- a. In the first column type the subscription number.
 - b. In the second column type the date of the subscription.
 - c. In the "Subscriber Column": Type the name and address of the subscriber in address style. If the subscription is not fully paid, type the word "terms" followed by a colon and then recite the terms of payment. Subscriber's own words should be used as far as possible.
 - d. The amount of subscription is typed in the "Subscription" column.
 - e. Amount of payment if any is typed in the "Herewith" column whether the payment is in cash or check, or both.
 - f. If payment is in currency, this is indicated by the word "Cash" in the margin or directly below the amount. This indicates special care of cash.

For Subscriptions Involving Securities

- 1. Evaluation of a fair market value of securities on the effective date of transfer is made by the Business Office and not by the Campaign Office. This evaluation can usually be made quickly and by telephone so the appropriate entries can be made in both the "Subscription" and the "Herewith" columns.

2. In all instances, however, full description of securities received including full name of owner and date of issue as well as certificate number should be recited under the name of the subscriber, together with any other pertinent information such as common stock, bond, note, debenture, etc.
3. Prompt telephoning of advice from Campaign Office to Business Office concerning receipt of securities permits the Business Office to carry out promptly any appropriate measures for handling of securities. In the absence of any specific instruction from the subscriber, the Foundation's existing policy is followed by the Business Office. If the Business Office does not have standing instructions, such instructions should be sought. (Generally accepted campaign practice is to sell securities promptly, thus avoiding the market hazards.)
4. On the final page of each transmittal the following entries are made:

Total This Transmittal
Total, Previous Transmittals
Total To Date

Continuing Campaign Office Records

1. Return the master card to Master File where it will serve as a permanent alphabetical or finder reference, including the amount of pledge but not showing subsequent payments.
2. File division card in "Subscription File" under appropriate division.
3. Set up corresponding files (alphabetical and by division) for machine copies of receipts from Business Office.
4. Set up a tickler file for follow-up situations such as "will give again next year," "see later," etc.

Acknowledgments

1. The General Chairman on examining his copy of the transmittals will determine what letters he wishes to write by way of special acknowledgment.
2. For Dr. Wells brief letters of acknowledgment will be prepared by the Campaign Office and submitted to him for signature or other handling. Until and unless other determination is made these acknowledgments will be in the \$360 (150th Birthday Club) category and up.
3. On examination of his copy of the transmittals the President will determine what special letters he wishes to write.
4. Similarly, Mr. Armstrong and General Butcher will decide what letters they wish to write.
5. All pledges below \$360 will be acknowledged by a printed card.

Corrections

1. Where information is received by the Campaign Office requiring the increase or the decrease or cancellation of an existing subscription this will be entered at the bottom of each transmittal under the appropriate label (Corrections) and the subscription total will be adjusted accordingly. No new subscription number will be assigned; the original number will be used.

WAL: jm

Bill

COMMENTS COMPILED BY STAFF



STAFF COMMENTS

(Not necessarily in the order of importance)

Good points

- a. The habit of giving had been established among a number of alumni, and others have been conditioned to some extent, by the annual giving campaigns of the I.U. Foundation. This giving habit is established among medical and dental more than other alumni. Personal solicitation along the lines prescribed in the Major Gifts campaign has been used with these groups.
- b. The incalculable value of a personage of the stature and extensive friendships of Dr. Wells. More often than all others combined, Dr. Wells was mentioned and some personal service or thoughtfulness of his remembered, or his opinion was sought, before a gift decision was made.
- c. The success of the Alumni Association in keeping alumni interested, informed and involved in University activities, with the help of the News Bureau and other university people. A measure of this success is the generally favorable over-all image of I.U., including a positive reaction to its administration in handling campus disorders of recent years.
- d. The relative independence and insulation from campus problems of the Birthday Fund Staff under the direction of an experienced and distinguished administrator, (General Butcher), and with the guidance and help of a National Campaign Chairman of the eminence of Judge Elliott.
- e. Direct access of the Campaign staff to the wisdom and thinking of Dr. Wells and to top administration officials and faculty members of the University and the Foundation and the support and assistance of all.
- f. The advice and assistance of the Ketchum organization, particularly after Mr. Barron was located at Bloomington.
- g. The basic soundness, and essentiality, of person-to-person solicitation, along the lines prescribed by the Major Gifts plan, for larger givers.

Bad points

- a. Advice received from the Ketchum organization for planning, organizing and staffing of the nationwide Major Gift campaign must have underestimated the nature, extent and complexity of the problems and overestimated the potentials and readiness of the prospects to give and the capability of a volunteer organization

to complete this campaign within the allotted time. There is evidence of superficial analysis, over-optimism and inconsistencies in the preparation of Major Gift lists, inadequate preparation and training of the Birthday Fund staff, and poor communication with staff and volunteer workers. The situation improved substantially after Mr. Lew Barron was transferred to Bloomington.

- b. The lack of, or incompleteness of the history and giving capabilities of Major Gift prospects, including a record of their past contributions and bequests, e.g. no information has been stored in the Data Systems bank about gifts made directly to I.U. (Some 47% of amounts paid in for the Prickett Chair up to 1/1/71 had been made directly to I.U.) Nor is there apparently any provision in this Data System for providing information about bequests and gifts of property and other physical items.
- c. Conflicts between the Major Gift and the Annual Giving campaigns and lack of knowledge of the plans and status of the latter.
- d. The tendency to expect too much of volunteer workers and state alumni club officers without more staff support and more reliability and clarity in communications from Bloomington. These people in "far-away" states are in a position somewhat similar to looking through the small end of a funnel. Too often they are unable to find out what is going on at the other end or to obtain responsive answers to their questions and suggestions.
- e. The assumption that campaign staff workers should be able to effectively train volunteers in soliciting funds without having had personal experience in such solicitation or the opportunity to observe a successful solicitor at work.
- f. The incompleteness or absence of an inventory, confirming to good accounting practices, of each bequest and some documentation of its terms and status, along with provision for orderly follow-up. Such bequests have the status of contingent assets. Similarly, there appears to be no formal provision for recording and following up of promises of gifts of physical items and property.
- g. The absence of centralized file records, for each actual or potential Major Giver, in which copies of correspondence and reports on contacts with the giver by all university people are maintained in a condition which will encourage reference and use. Any papers which bear on the giver's contributions and bequests, and capabilities of giving, and the history of his or her relations with I.U., including points of friction and acts of loyalty, should be in this file. There seems to be a peculiar lack of awareness, or a resistance, to giving other I.U. people who have a legitimate interest in a matter, copies of related papers and correspondence. It is unrealistic to expect that copies will be routinely provided so that such file records can be maintained until a clear-cut policy and standards are adopted at the administrative level of the University and a professionally trained

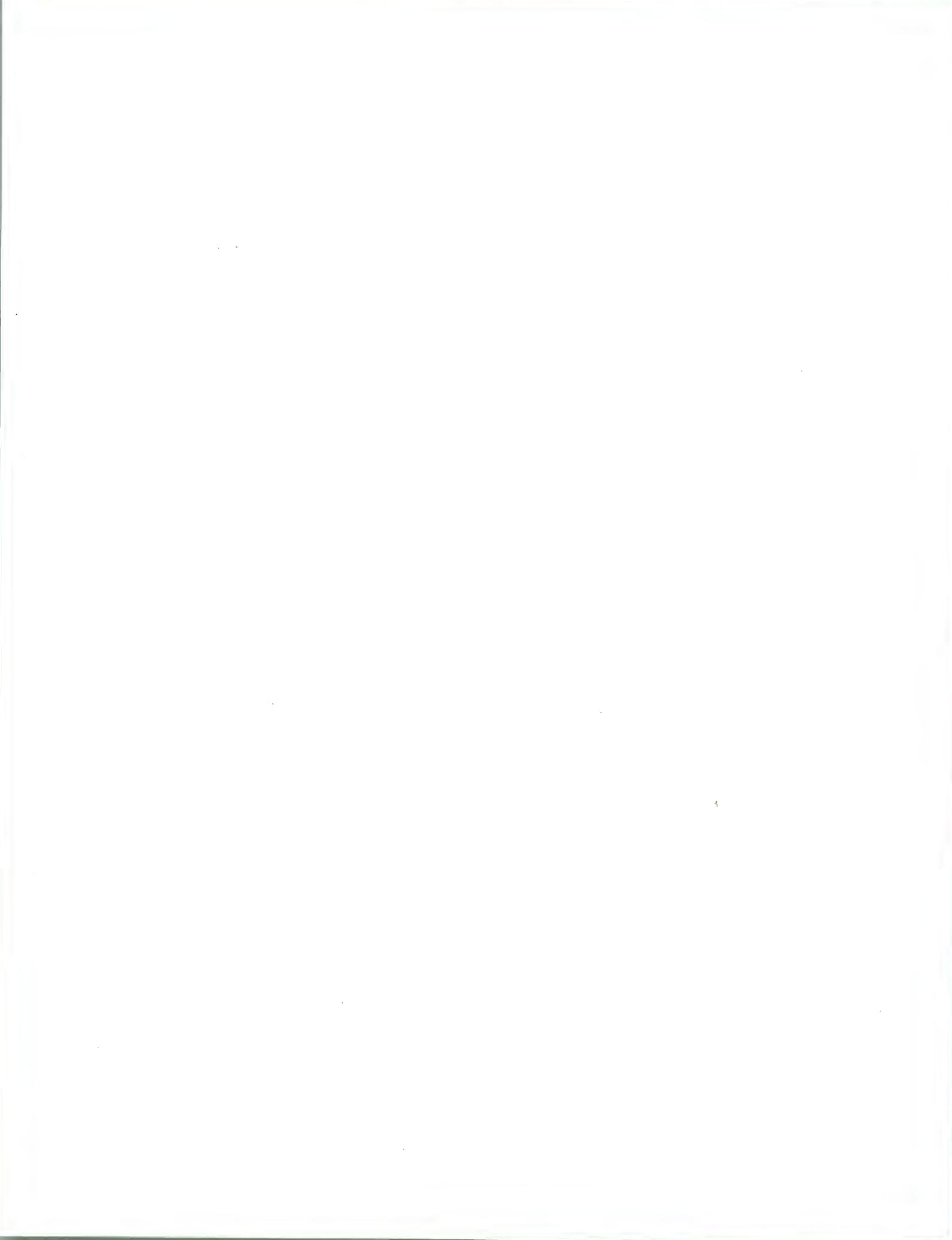
staff is engaged to uniformly carry out these decisions. Even the best of secretaries seldom have the special interest, and training, which is essential to good filing performance. A little assistance and guidance from diplomatic file records specialists can do much to improve such a situation.

- h. The amount of time, infinite patience and the significance of details involved in conditioning a prospect, preparing the presentation, and setting the stage for successful solicitation of a \$25,000 or over gift. Dr. Wells is an inspiring example of these skills and of success in handling such prospects.

Uncertainties

- a. The extent to which volunteer workers can be expected to effectively carry out a campaign as important as Major Gifts with so little on-the-job training and guidance and so much latitude and independence in the plan of action.
- b. Whether Annual Giving and Major Gift campaigns can be coordinated more closely to avoid conflicts and to support the Major Gift campaign.
- c. Whether an independent Data System, stocked with and programmed to produce information needed for effective Major Gift solicitation, should be established at I.U. At present the emphasis seems to be on obtaining and stocking data on accomplishments and interests of academic years rather than post-academic years. The format of the Status Card and the Master Record tends to discourage uniform collecting and recording of the name and business of the employer(s), position title(s) and other evidence of business and non-business accomplishments and activities such as is found in Who's Who. The present Status Card has a space for "BUS. ADDRESS" which may mean that only a street and number is provided but the name and nature of the business is omitted.
- d. Why this Data System does not and whether it can stockpile and report on all contributions, bequests and gifts of property, whether given to I.U., I.U.F. or other areas of the University.
- e. The desirability of capitalizing more effectively on appearance outside of Bloomington of the Singing Hoosiers, particularly in the area of such appearances, and on the leadership building aspects and benefits to students of the Little 500 activities.

JULY 28, 1972 FINAL STAFF REPORT



INDIANA UNIVERSITY 150th BIRTHDAY FUND SUBSCRIPTIONS

Transmittal 309, July 28, 1972 (final)

PROJECT DESIGNATED BY DONOR

Unrestricted		\$ 2,000,821.79
Assembly Hall	\$ 422,223.58	
Astro Turf	<u>171,300.45</u>	593,524.03
¹ Fine Arts Pavilion		5,133,511.50
² Hoosier Heritage Hall		3,719,683.49
³ Indianapolis Center for Advanced Research		2,953,577.20
Library Acquisitions		2,729,593.35
Musical Arts Center		4,312,194.30
Professorships		1,877,197.55
Regional Campuses:		
⁴ IU at Ft. Wayne	\$ 476,774.86	
IU at Kokomo	6,202.00	
IU-Northwest	76,434.34	
IU at South Bend	17,215.20	
IU-Southeast	586,461.30	
Regional Campuses-General	2,971.86	
IU-Indianapolis	<u>10,390,236.49</u>	11,556,296.05
⁵ Scholarships	\$ 4,278,367.81	
Scholarships for Athletes	<u>349,212.80</u>	4,627,580.61
MISCELLANEOUS		
Carillon		490,746.00
Chi Omega Projects		16,454.50
Golf House Project		120,642.36
Showboat MAJESTIC II		350,361.00
Annual Giving Contributions 2/68-6-72		4,859,680.24
Other		<u>5,876,181.28</u>
		\$51,218,045.25

¹Includes \$2,555,612.50 designated by donors for purposes other than construction.

²Includes \$1,635,000.00 designated specifically for Glenn A. Black Laboratory.

³Includes 1/2 of IU-PU Advanced Research total which is credited to 150th.

⁴Includes 1/2 of IU-PU Ft. Wayne total which is credited to 150th.

⁵Does not include scholarships designated for Regional Campuses which total \$285,784.42 and included in Regional Campuses total.

When the 150th Fund Campaign was completed Indiana University and its Foundation installed a bronze tablet in the east courtyard of the Indiana Memorial Union (near the office of the Alumni Association.) The names of all contributors - Foundations, Companies, Organizations and individuals (who gave at least \$360.00) are inscribed on this tablet.

"Indiana University inscribes
this tablet in grateful re-
cognition to its benefactors
and to perpetuate their names"

APPENDICES

- A. Evaluation Procedure
- B. Preparing Pledge Card
- C. Questions and Answers Regarding Campaign
- D. Recognition Forms
- E. Closing a Solicitation
- F. Solicitation of Foundations
- G. Primary Gift Workers
- H. Campaign Expense
- I. Campaign Newsletters
- J. University Personnel Staffing
- K. Foundation Board of Directors Meeting of October 18, 1968
- L. Materials Sent to University Archives

EVALUATION PROCEDURE



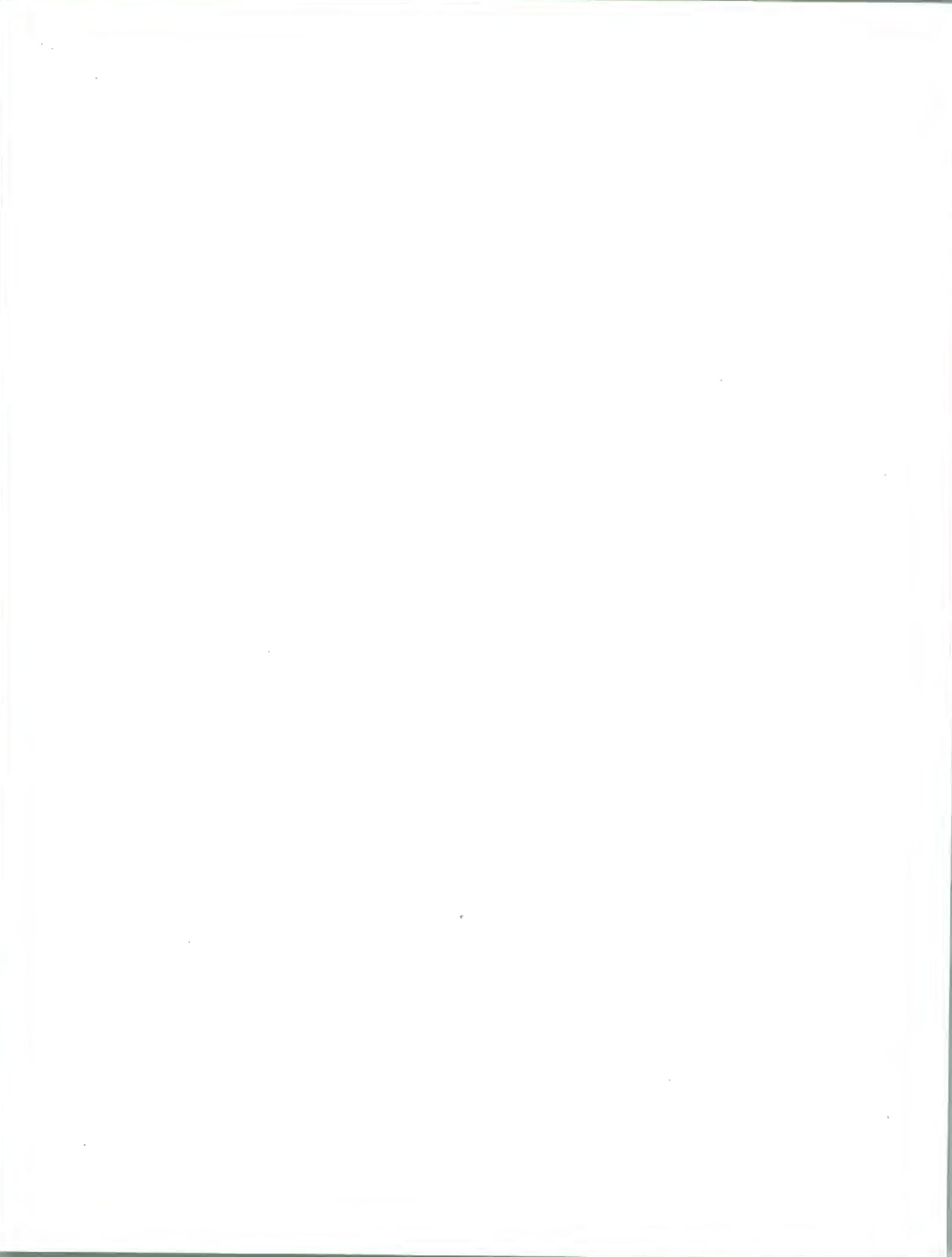
As each area of the campaign came to the starting line an evaluation of prospects was made. Staff members and especially volunteers who knew the prospects were asked to make evaluations in writing in accordance with the following procedure.

EVALUATION PROCEDURE

You are being asked to estimate the amount you believe each alumnus or prospect could give to Indiana University's 150th Birthday Fund if interested and motivated. Please consider only the financial ability of each prospect in relation to the goal and the ability of others. Remember, the commitment is for three years and not one lump sum. Giving may be extended over four tax years if desired. The Birthday Fund is, also, over and above regular annual giving such as the Varsity Club, Medical, Dental, Law, etc., appeals. Please state your opinion into which of the following groups each card should be placed:

Group A	\$25,000.00	
Group B	10,000.00	
Group C	5,000.00	
Group D	3,600.00	Achievement Share
Group E	2,400.00	Patron's Share
Group F	1,200.00	Progress Share
Group G	360.00	Supporting Share
Group U		Moved, Deceased, Unable or No Prospect.

PREPARING PLEDGE CARD



CONFIDENTIAL
IT IS SUGGESTED
THAT THIS
PROSPECT,
IF INTERESTED,
COULD CONSIDER
A 3-YEAR
(4 TAX YEARS)
PLEDGE OF

\$ 360.00

(15)

NOTE:
DETACH THIS STUB
BEFORE GIVING
PLEDGE CARD
TO PROSPECT.



(1) { DOE, JOHN P. AB '62; MS '63
2134 Main Street
Anytown, Indiana 47401

(2) A 10
DIVISION

TEAM
(3) Paul Jones
SOLICITOR

In consideration of the gifts of others, I/we subscribe the sum of \$ 360.00 (4) in dollars
(or give the following securities: (5) _____) to the

150th BIRTHDAY FUND FOR INDIANA UNIVERSITY

To be paid over a 36-month period (4 tax years) (7)
Paid herewith \$ 120.00 (6) the balance will be paid: Monthly Quarterly Semi-annually
Annually or other (8) _____

Starting Date 6/20/70 (9)

Signature (10) *John P. Doe* Date 6/20/69 (11)
Subscription \$ 360.00 (12) Paid \$ 120.00 (13) Balance \$ 240.00 (14)

Contributions are deductible for Federal and State income tax purposes as provided by law. Please make checks payable to Indiana University Foundation. Indiana taxpayers wishing to claim Indiana tax credit should make contributions payable to the order of Indiana University but send check or remittance to Indiana University Foundation.



150th BIRTHDAY FUND FOR INDIANA UNIVERSITY (16)
 John F. Doe
 360.00
 120.00
 Annually
 6/20/70
 6/20/70

PREPARING THE PLEDGE CARD - FRONT

- | Item | Explanation |
|------------|---|
| 1, 2 | The name, address, degree and division number will be provided on the card by the 150th Birthday Fund office staff. |
| 3 | The name of the solicitor should be written on this line, either by the captain or the solicitor when he receives the card. |
| 4 | The total amount of the 3-year pledge should be placed here. |
| 5 | In the event a donor gives securities, a brief description of the securities should be placed here, with the approximate value of the securities being written in the item 4 space. The Foundation office will place value on securities at the time of the pledge, not when received in the 150th Birthday Fund office. |
| 6 | The amount paid at the time of pledge is written here. If a cash gift, the amount should still be written in this space. |
| 7 | Check the applicable payment plan chosen by the donor, or |
| 8 | Fill in any instructions the donor makes about paying his pledge. Payments can be arranged for any time increments desired by the contributor. |
| 9 | Starting Date: This is a very important point. The contributor should specify the date on which he would like to be billed for his first payment. Any initial cash or check sent with the pledge card is not considered a billed payment. |
| 10 | Signature: Necessary. |
| 11 | Date: the date pledge is secured. |
| 12, 13, 14 | Confidential: The information contained here is of a confidential nature; <u>it is for the solicitor's information only.</u> This figure is a result of an evaluation made by a local committee. It represents an ability to give and what a prospect may be capable of reaching over a three-year period. <u>This stub must be removed before the prospect is contacted.</u> |
| 16 | This is the initial receipt of the transaction. It should be filled out and given to the donor. The donor will also be sent a receipt from the I. U. Foundation, but at a later date. |

MEMORIAL RESERVATION

PLEASE RESERVE MEMORIAL NO. (1)

OR CREDIT THIS PLEDGE AS FOLLOWS: (2) For Musical

Arts Center

Before reserving a memorial, please check the Memorial Registry at the 150th Birthday Fund National Headquarters. Phone: (812) 337-8933. Address: Tower, Indiana Memorial Union, Bloomington, Indiana 47401.

REPORT OF INTERVIEW

(3)

Worker

Date

CONFIDENTIAL

Please detach this stub before seeing your prospect.

Consistent with the policy of Indiana University, this pledge will be treated as an intended contribution, not as a legal obligation.

PREPARING THE PLEDGE CARD - BACK

Item Explanation

- 1 Memorials. If a person is interested in reserving a memorial, the solicitor should help him contact the 150th Birthday Fund Office to get a list of those available. Contact can be made by either calling collect to the 150th Birthday Fund Office (812/337-8933) or arranging to meet with the I. U. Birthday Fund Representative. The identification number for the memorial should be placed on this line.
- 2 If a donor wishes his gift to go to a specific cause, he should identify that cause here. The solicitor has a list of the eight 150th Birthday Fund Projects, but if the donor has an interest in a project not among those singled out for the 150th Birthday program, he should describe it on the three lines provided.
- 3 This open space is to be used for two purposes:

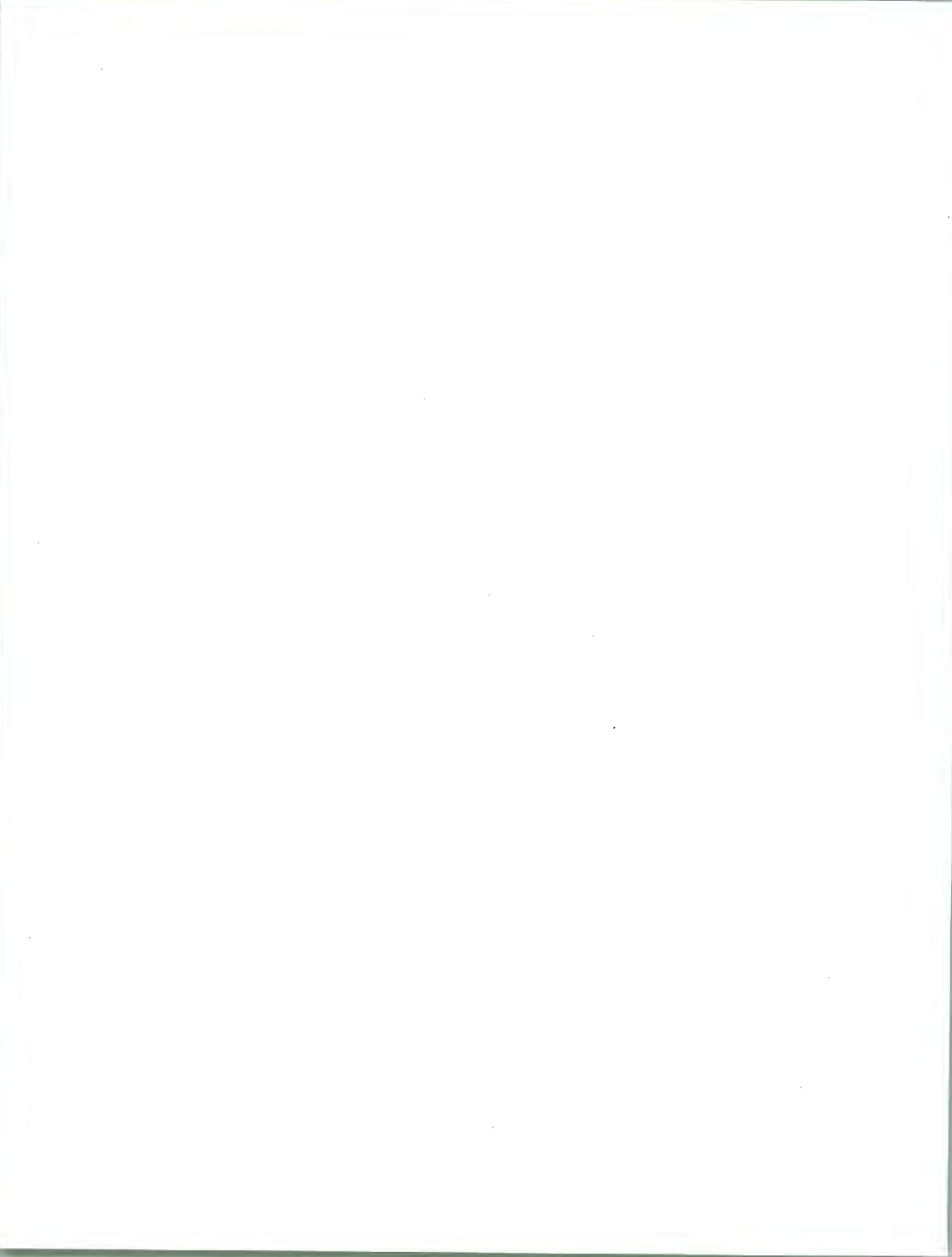
(a) Those alumni who have been involved in Annual Giving should list their normal giving standards, i. e. ,

	<u>Amt.</u>	<u>Billing Dates</u>
1. Medical Association	\$10.00	6/1/69, 6/1/70, 6/1/71
2. Varsity Club	\$50.00	12/1/69, 12/1/70, 12/1/71
3. I. U. Foundation	\$10.00	12/1/69, 12/1/70, 12/1/71

It is assumed that alumni involved in the Annual Giving program would like to continue that giving. REMEMBER - 150th Birthday Fund giving is above and beyond the annual alumni giving.

(b) Comments or opinions expressed by the person being solicited should be articulated here. If a person is not interested in the program, a note saying that and giving the reasons should be placed here.

QUESTIONS AND ANSWERS REGARDING CAMPAIGN



on the more substantial pledging requirements of the Sesquicentennial gifts campaign. In most campaign segments a single solicitation will be planned to cover both.

Who will be asked to contribute?

Board members, faculty and staff, alumni, parents, corporations and foundations, students, and other friends will be invited to invest in Indiana University's future.

Will I be compelled to complete my pledge in the event of hardship?

No. Consistent with the policy of Indiana University, a pledge will be treated as an intended contribution, not as a legal obligation. In case of economic reverses, you should communicate with the Indiana University Foundation office in order to make an adjustment in your pledge.

What happens in case of my death?

As already indicated, payment is optional. In deciding, your executor will doubtless weigh the tax advantages of payment.

What evidence of my gift will I have for tax purposes?

Not only will the solicitor provide a temporary receipt when you sign the pledge card, but the I.U. Foundation will mail an official acknowledgment. You are reminded, however, that income tax deductions are based not on pledges, but on payments actually made.

Are patterns of support to higher education changing?

They are indeed, and rapidly. Increasingly the private college is seeking federal funds and state assistance. The private foundations are tending to turn their attention away from higher education and toward other problems such as those of the cities. The state university, under mounting pressures not only to grow but to strive increasingly for excellence in education, is appealing to its alumni,

friends, and neighbors for voluntary help toward that "margin of excellence" which tax dollars do not provide.

Are other public institutions also seeking private support?

Yes. For example, the University of Michigan recently launched a campaign for \$55 million. At one report this effort had produced more than \$70 million, and this total was rising. With your help Indiana University can emulate this success.

Are private and state institutions in competition for the given dollar?

Both public and private institutions rely on a combination of income sources. They depend on increases in all these sources to continue providing quality education. All these institutions — public and private — need and deserve a greatly increased volume of voluntary support, which our democratic free-enterprise system is certainly capable of providing. It is increasingly recognized among administrators and supporters of colleges and universities, both private and tax-supported, that the work of each in pursuit of voluntary support strengthens that of all.

**150th Birthday Fund for Indiana University
Seventh Floor, Tower
Indiana Memorial Union
Bloomington, Indiana 47401
Phone: 812-337-8933**

Indiana University



1970

Some Questions and Answers



**Indiana University Foundation, Seventh Floor, Tower,
Indiana Memorial Union, Bloomington, Indiana 47401**

Why contribute to a tax-supported institution?

First, it is the continuing pattern of public-spirited generosity which has, through the years, given I.U. students more than tax dollars have provided. Private dollars help the tax-supported university to raise the level of its teaching, research, and service to others. They provide "venture capital" for new and experimental projects. They help fill tax-support gaps in areas for which tax funds are unavailable. They insure diversity, richness, and quality in higher education.

What is the 150th Birthday Fund?

It is a voluntary effort in which the alumni and other friends of Indiana University will observe their alma mater's Sesquicentennial by doing for her certain things which without their special help would not get done.

What is its objective?

The 150th Birthday Fund will be a multi-million-dollar project, some of the elements of which are still in negotiation. Pledges, rather than cash, will be sought. These pledges, when paid and combined with funds from other sources, will make possible progress which would otherwise be impossible.

How will the money be used?

It will be applied to the following projects:

- Musical Arts Center
- Assembly Hall equipment
- Hoosier Heritage Hall
- Fine Arts Pavilion
- Library acquisitions
- Professorships and special endowed scholarship funds
- Regional campuses
- Research Institute at Indiana University - Purdue University at Indianapolis

These projects will be described in more detail in campaign literature. Friends who would like to discuss projects not shown above are invited to do so with campaign leaders.

Will the Fund help the University's academic program?

Yes. It will help strengthen both faculty and student body. The funds for professorships will improve the University's position among the nation's leading universities, which admittedly compete for distinguished teachers. The scholarship funds will facilitate admission of better qualified students. University administrators testify that unrestricted scholarship funds, for use as wisdom and experience indicate, have special value to student and institution alike. The contemplated library acquisitions will add strength to all departments and disciplines.

How did the 150th Birthday Fund come into being?

It was authorized by the Board of Directors of the Indiana University Foundation, acting on the suggestion of the Trustees of Indiana University.

What is the Indiana University Foundation?

Established in 1935, the Indiana University Foundation is a legally separate, nonprofit corporation which works continuously to meet the great and growing need for funds and other help to supplement the state's support of the University. It receives and administers gifts, grants, bequests, contracts, and patents for the benefit of every school and department. The Foundation and the University have a common goal: "The best in education for students of Indiana University."

Does I.U. have many fund-raising campaigns?

No. Although it solicits annually in the now-universal pattern, the University has conducted no major, organized campaign for capital or other funds in nearly half a century. A drive launched in 1922 produced more than \$1.6 million in pledges. It made possible the Indiana Memorial Union, the old Memorial Stadium, and the Memorial Residence Hall for Women.

What is the time element in this campaign?

Indiana University will have about a quarter of a million alumni by the end of 1970, its Sesquicentennial

Year. They are scattered over the face of the earth. Solicitation of these, and of the University's friends and neighbors, will be conducted progressively, by special groups and by geographical areas, on a time schedule which will come to a climax with the close of 1970.

May I spread my contribution over several payments?

Yes. The many millions of dollars needed simply cannot be raised by contributions of spare cash. You make mortgage payments, you sign a car note, and you budget other "big ticket" items which are important in your scheme of living. Why not do similarly for the University which did so much to prepare you for your life and livelihood and means so much to this society?

Pledges payable over 36 months are suggested, but even longer periods may be designated. Usually four or more income tax years are involved. Gifts of securities, which are welcome, provide certain tax advantages.

Are contributions tax deductible?

Yes. Gifts to the I.U. Foundation are deductible for federal and Indiana income tax purposes, as provided by law. Indiana residents wishing to claim Indiana tax credit should make contributions payable to the order of Indiana University, but send check or remittance to the Indiana University Foundation.

Is provision being made for memorials or living tributes?

Yes. Buildings, units of buildings, or other physical components of the campaign are available for sponsorship by individuals, families, companies, and other groups. Illustrated explanations of offerings, including prices, are available.

What about the annual funds?

It is important that the valuable pattern of alumni annual giving be preserved without interruption, but in such fashion that it does not reduce the emphasis

RECOGNITION FORMS

1820

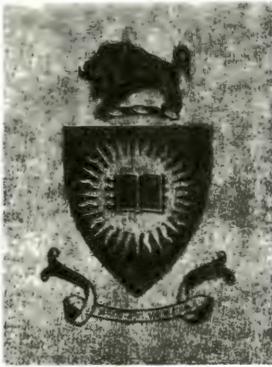


1970

The Trustees of Indiana University
and the Officers and Board of Directors
of the Indiana University Foundation
wish to thank

for your support of Indiana University
through your gift to the

Indiana University Foundation
150th BIRTHDAY FUND

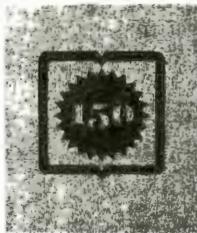


Indiana University

awards to _____

this testimonial of appreciation
in recognition of
distinguished service and loyalty
through outstanding participation
in the

150th Birthday Fund Campaign
of the
Indiana University Foundation



1820-1970

Joseph L. Sutton

President

Bob Wolfe

Honorary Chairman

Walter H. Elliott

National Chairman

J. O. Butcher

Director

THE CENTURY-AND-A-HALF CLUB
OF THE
150TH BIRTHDAY FUND FOR INDIANA UNIVERSITY

Those who pledge \$360 or more to Indiana University during the 150th Birthday Fund campaign become members of the Century-And-A-Half Club of the Sesquicentennial Celebration, and are listed on the fund drive's Roll of Honor. A certificate suitable for framing will be sent to each contributor by the University. The document will certify the donor's membership in one of the Club's subscriber groups, and will be an expression of the University's appreciation for the loyal support it has received.

All Birthday Fund pledges received by the University will be placed in one of the Club's subscriber groups, based on the amounts involved. The groups are:

Primary	\$100,000 or more
Major	\$25,000 to \$99,999
Special	\$10,000 to \$24,999
Achievement	\$3,600 to \$9,999
Patron	\$2,400 to \$3,599
Progress	\$1,200 to \$2,399
Supporting	\$360 to \$1,199



Closing a Solicitation

Memo to: ALL 150th BIRTHDAY FUND VOLUNTEERS
From: Byron K. Elliott, General Chairman

The total campaign is moving ahead with renewed vigor. I am confident each of you have followed good sales techniques and . . .

- . Familiarized yourself with the 150th Birthday Fund Campaign Objectives
- . Made your own pledge
- . Met personally with your prospects and presented the Indiana University case clearly.

After having made these conscientious efforts, if your prospect still has not made a firm commitment, you may be able to adapt several "closing" techniques which our most successful volunteers have found effective. Study the procedures closely, I'm sure they will work for you.

FIRST . . . Schedule a follow-up meeting, at a time and place that will afford you and your prospect an opportunity for complete attention to the 150th Birthday Fund discussion.

THEN . . . Begin your visit by summarizing for the prospect strong points of the Indiana University Birthday Fund appeal. (Study again the brochure and other literature so you can discuss, in your own choice of words, such points as: the leadership role Indiana University plays in the nation's educational system; the need for private support to provide a margin of excellence; the unique value and long-range effect of strong support in critical times.)

NEXT . . . Assume the prospect is ready to make a meaningful commitment
NOW . . . get down to specifics by discussing a memorial project. (See memorial pamphlet for details.) Ask the prospect to pledge an amount equal to the value of the memorial. Stress the fact the pledge may be paid in whatever manner is convenient and to his best tax advantage. (Immediate payment in full . . . three to five annual

Page: Two
Memo to: ALL 150th BIRTHDAY FUND VOLUNTEERS
From: Byron K. Elliott, General Chairman

installments . . . on or before a specified future date, etc.)

If the prospect seems reluctant, because of tax uncertainties, suggest he call his tax counsel and ask about the EXTRA tax benefits to be gained by making a gift this year. (See enclosed tax folder.)

If the prospect is still reluctant, summarize again the strong points for supporting Indiana University and mention the names of others who have made significant gifts.

FINALLY . . . PRODUCE THE PLEDGE CARD FOR HIS SIGNATURE.

If it is obvious he is not going to make a meaningful pledge now . . . ask him WHY NOT?

If his reply involves a doubt which you can resolve . . . do it, then and there. If it is a question of policy or need for additional information, contact General Butcher at the 150th Birthday Fund Office (Area 812-337-8933) . . . do this in the prospect's presence if possible.

OF COURSE, YOU AS THE VOLUNTEER ARE THE FINAL JUDGE AS TO THE PROPER TIMING TO PRESS FOR A FIRM COMMITMENT, SO PLEASE REMEMBER, THE SUCCESS OF THE 150th BIRTHDAY FUND DEPENDS, IN LARGE PART, ON YOUR ABILITY TO CHALLENGE YOUR PROSPECTS TO ACT NOW!



1820

1970



*You are
The* 
*To
Success*

CAMPAIGN HEADQUARTERS
150TH BIRTHDAY FUND
FOR INDIANA UNIVERSITY
SEVENTH FLOOR, TOWER
INDIANA MEMORIAL UNION
BLOOMINGTON, INDIANA 47401
PHONE: 812-337-8933

VOLUNTEER'S
HANDBOOK

APPOINTMENTS



Welcome Volunteers!

Speaking for Indiana University and for the thousands of persons who will benefit from its programs now and in the years to come, I thank you for joining the 150th Birthday Fund Campaign organization.

You are an important part of the greatest development effort in I.U.'s 150-year history. Our objectives go far beyond the annually-recurring appeals.

The level of giving must be many times higher than usual if our goals are to be reached. Casual, out-of-pocket giving will not do. Pledges for thoughtful, generous investments in the University over a three year period are the answer.

You are not alone in your work. Thousands of alumni and other friends are joining this nationwide 150th Birthday Fund effort.

All of us should follow closely the guidelines in this folder. They are proven steps to assure success — success that will help further higher education and thus benefit society generally.

Good Luck!

A handwritten signature in cursive script that reads "J. Howard Alltop". The signature is written in dark ink and is positioned above the printed name.

J. Howard Alltop
National Alumni Chairman

TAKE YOUR TIME. Don't be rushed. The Birthday Fund is important. There are features that cannot be explained in a few minutes. Ask for an appointment that will allow you time to make a thorough presentation.

CALL BACK WHEN NECESSARY. Top-level pledges usually are not made in a single interview. Present your case on the first visit and then give the prospect time to consider the program and his participation. Make a second appointment before leaving.

DO NOT PRODUCE THE PLEDGE CARD DURING THE FIRST VISIT. Experience has shown that a single visit is likely to produce a smaller pledge than one obtained on a second call. Also, be wary of a request for you to leave the pledge card with the prospect. Even though he assures you that he will mail it to you, this may be an easy way for him to say "no." *NEVER* leave a pledge card with a prospect.

DON'T DOWNGRADE YOUR PROSPECT. Many will ask what they are expected to give. Suggest a range within which his gift would fairly reflect his ability to help. As some guidance, a suggested figure is shown on the "Confidential" stub of the pledge card. This figure is *for your information only*. No one should presume to tell a prospect that he is listed for a specific amount. The suggested figure is based on the prospect's estimated ability to give in relation to the campaign goal — if he is properly interested and motivated. Please tear off the "Confidential" stub before you call on your prospect.

STRESS THE PLEDGE-PAYMENT PERIOD.

Rarely can a prospect give in a single gift the total amount which could be given over an extended period. For this reason the Birthday Fund Office suggests a 36-month period (or four tax years, if that is desirable). The suggested figure on the "Confidential" stub is for the extended payment period.

TALK ABOUT TAX SAVINGS. Both Federal and State governments encourage voluntary giving, especially to an educational institution. Recommend that your prospect study and benefit from these tax advantages — State as well as Federal.

SUGGEST, WHERE APPLICABLE, THE GIVING OF APPRECIATED SECURITIES INSTEAD OF CASH. The capital gains tax is eliminated and the donor can take tax credit for the appreciated value of the securities. Recommend that your prospect consult his accountant, attorney or banker for guidance in making such a gift.

MEMORIALS ENCOURAGE SIGNIFICANT GIFTS. Major opportunities are available for those who wish to provide significant amounts for the Birthday Fund. If you have an interested prospect, please confer with Campaign Headquarters for further information and a list of memorial projects not subscribed.

A LETTER OF INTENT IS ACCEPTABLE. Some prospects, particularly businesses, are unable to sign pledges for three or more years. They will give for the current year.

and include a letter of intent. It declares their intention to duplicate the amount given in each of the following years. It is the policy of the University, as stated on the pledge card, to accept all commitments in good faith. Neither the pledge nor the letter of intent is legally binding.

DON'T HOLD BACK YOUR GOOD NEWS.

Report the results of your solicitation at each scheduled meeting. Or, make sure your captain or chairman receive all completed cards promptly. Success breeds success, and yours can stimulate your fellow workers. Your report of completed and successful calls will show that the job is being done.

ASK FOR HELP YOU MAY NEED.

When you need help, feel free to ask your captain or chairman. Some workers find it helpful to call in pairs, particularly when a large potential gift is involved. All leaders and staff members are available to assist you.

MAINTAIN THE CAMPAIGN SCHEDULE.

Make your call now. Don't wait until the last week of the campaign. You will be more successful and enjoy the contacts that you make. The campaign can then be concluded in a reasonable time.

SATISFACTION GUARANTEED.

When you close a visit and have received a maximum gift, it is in that moment that you as a loyal alumnus will experience the inner satisfaction which comes from a job well done . . . from helping Indiana University sustain the margin of excellence in the years ahead.

Be:

Enthusiastic

Persuasive

Persistent

Tactful

Patient

Appreciative

FIRST, familiarize yourself with the campaign material in your kit. Read it thoroughly. Use it to inform your prospects. Stress the opportunity each one has to be a participant in an exciting venture.

SECOND, make your own pledge, thoughtfully and generously. Then, knowing that you have given to the best of your ability, you can with assurance ask others to do their part.

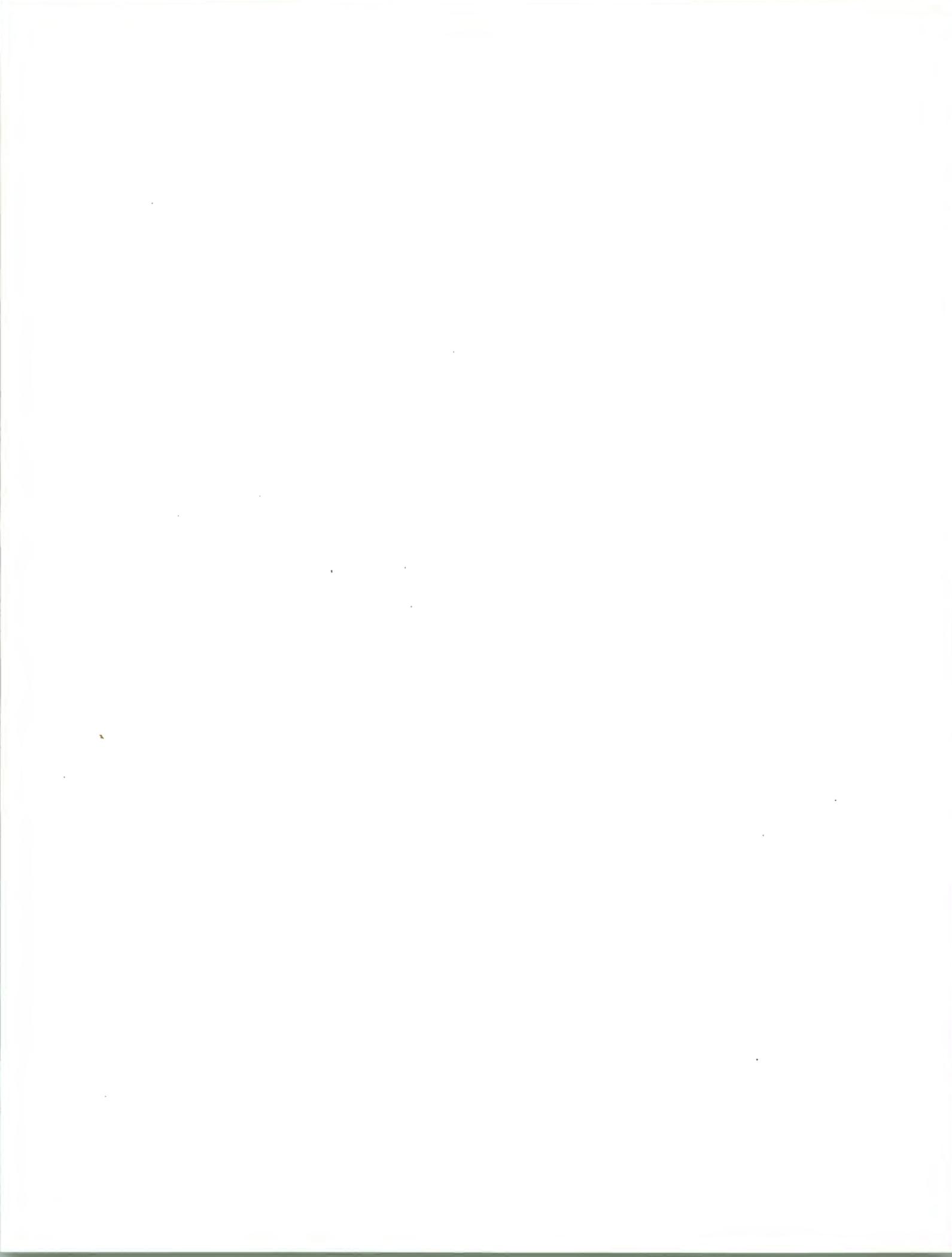
SELECT YOUR PROSPECTS CAREFULLY.

In some cases you will be asked to call on prospects submitted by your captain. More often, you will make the selection. Be sure that you are the right person to call and that you will get the largest pledge possible.

BEGIN YOUR CALLS IMMEDIATELY.

See your best prospect first. One successful call will lead to others. Make appointments in order to conserve your time. Do not discuss your mission over the telephone. NEVER write. See your prospects personally. It is your personal attention that counts.

SOLICITATION OF FOUNDATIONS



I N D I A N A U N I V E R S I T Y

INTERDEPARTMENTAL COMMUNICATION

TO: Dean Lynne L. Merritt FROM: Chancellor Herman B Wells TELEPHONE:
 Judge Byron Elliott
DEPT: General Joseph L. Butcher DEPT: University Chancellor's Office
 Mr. Marty Knudson
SUBJ: DATE: February 5, 1970

The enclosed is about the best brief statement of what you can and can not do with foundations that I have seen. One underlining at the top of Page 2 is mine, the rest is their own.

Herman B Wells
University Chancellor

HBW:dke
Encl.



January, 1970

Foundations Remain Major Source
Of Support for Higher Education

The intense scrutiny received by foundations during the "tax reform" deliberations of Congress in 1969 has focused attention on their strong support of higher education, particularly private colleges and universities, and their potential for increased assistance.

Despite dire predictions, foundations have not been decreed out of existence or taxed to impotency. For many colleges and universities, foundations remain a major source of support.

In the last report of the American Alumni Council and the Council for Financial Aid to Education, foundations were listed as giving \$320 million to higher education -- more than alumni, business corporations, or religious denominations. Foundations ranked second only to non-alumni individuals. In that last year, foundations showed the greatest increase -- 10.7 per cent over the previous year -- of any of the major sources of support. In the last 11 years, foundation support has increased at an average yearly rate of 8 per cent.

Foundations Deserve More Selective
Research and Treatment from Colleges

Foundations are relatively easy for colleges and universities to approach -- although obtaining a substantial grant is a vastly different matter than just getting an appointment. In fact, "making the rounds" of foundations in New York or Pittsburgh or Chicago is so easy and foundation officials are generally so courteous that some college presidents and development directors spend time on Madison Avenue which might better be spent in calling on donors on Main Street at home.

Foundations deserve not more time and effort from development directors and presidents but more thought and more selective research and treatment.

Forget about the fact that there are estimated to be some 22,000 foundations in the United States, or that the Foundation Directory (Third Edition, 1967) lists more than 8,000, or that The Catholic Guide of Foundations (by F.G. Bettensourt, Bethesda, Md., 1969) lists 168 foundations which give more than 50 per cent of their total grant funds to Catholic-oriented organizations. Forget about numbers,

and instead select carefully those foundations whose programs and interests coincide with your institution. Spend your time researching, cultivating, and contacting these foundations with programs of mutual interest.

Ten Myths About Foundations And Their Giving

Many myths have been built up around the procedures of obtaining foundation support. Among the more commonly mistaken ideas are:

1. A standardized presentation or approach to foundations will save time and effort. Obviously, this procedure will fail because foundations come in all shapes and sizes and have many different purposes. General purpose foundations, special purpose foundations, company-sponsored foundations, community foundations, and family foundations -- all have markedly differing interests. An approach must be tailor-made to a single foundation.

2. Foundations need an elaborate, expensively produced presentation. Wrong again! Some want only a page or two, brief and concise. Others require budgets, operating statements, lists of trustees, and other specific information. Most foundations pay little attention to the tinsel and wrappings. They want to know what's in the package.

3. Foundation grants depend entirely on whom you know. The facts disprove this statement. Contacts are important, but most foundations are made up of executives and board members who respond to ideas and who evaluate programs. If your idea or program does not merit consideration, don't count on your personal charm to carry the day.

4. Foundations give only to capital programs. This mistaken idea is used sometimes to rationalize going into a campaign. The facts show that foundations give to current operations as well as to capital growth.

5. Foundations are no longer interested in giving to colleges and universities. The record belies this myth. It is a fact that other causes and issues are currently being given high priority -- causes such as the inner city, conservation, foreign aid, help for the culturally disadvantaged, anti-pollution -- and individual foundations shift their priorities from time to time. But, the giving to higher education on the part of foundations has continued to increase.

6. The best approach to a foundation is through a foundation trustee. Not always true by any means! A number of foundations have good-sized staffs who work full-time at the job of fulfilling the foundation's aims. In these cases, the direct approach to the foundation staff member is required.

7. Foundations are all alike. It's hard to be more mistaken than this. Their motivation, their purposes, their staffs, their geographical location,

their financial situation all combine to make them react in totally different, and sometimes conflicting, ways.

8. Foundation executives want to see only the president. Again, not true! They want to see the person or persons who can speak most knowledgeably about what the project under consideration is and what it will mean to the foundation, to the recipient, and to society. This might be the president. It might be the development director, a college trustee, or other volunteer. Often it is a faculty member or dean.

9. Once you have made contact with a foundation, bide your time and wait your turn. Sometimes this is poor advice. While you do not want to pester or harass anyone, you must be persistent in your contacting and cultivation. Just because you made a call two years ago or even last winter does not mean that your proposal is still active. Keep in contact!

10. Foundations are impersonal; they don't care about reading your reports or how you spend their money. Not the case! Foundations are run by people and people care that you acknowledge their gifts, that you report on how their money is used, and that you let them know how the project is progressing.

Ten Pointers for Obtaining Support from Foundations

And now for some positive pointers in approaching foundations effectively:

1. Work continuously to identify those foundations who are interested in your institution's programs and projects. This takes constant research by members of the development staff. Foundations' interests change frequently. Forms 990-A (now on file at Foundation Centers or available by making a written request through your district internal revenue office) will help provide this information. A volunteer committee on foundations can be most valuable in providing facts.

2. Concentrate on those foundations with a tie or link to your college. This involves additional research on your alumni, parents, parents of alumni, trustees, and other volunteers to find out those foundations with which they are associated. Get to know the programs these foundations have supported in the past and what projects they are now funding.

3. Foundations are interested in ideas, not just needs. Don't just ask for money or equipment. Show the educational concept or program the requested money or equipment will strengthen or serve. Remember that it isn't always necessary to ask for something new, foundations often support a program or project already in progress. And be sure to show how your idea is related to the total purposes, structure, and capabilities of your college.

4. Timing is important. Foundations have board meetings and deadlines for proposals. They may be annual, semi-annual, or more often. Miss them and you may wait for another 12 months.

5. State your case in a clear, concise, written proposal. The written proposal must be just long enough to present the problem, the solution your project or program envisions, exactly how your program will operate, how the requested funds will be used, who will direct the program and his qualifications, and the reasons why your institution should be chosen for the site of this program or project. A budget and tentative calendar should be included in or attached to the proposal.

6. Make your approach through a local contact, if at all possible. If there is a branch of the company located near your college or if there is an official of the foundation in your vicinity, begin with this local contact. Use volunteers to help advise you on making contact. Trustees, faculty members and community leaders who know your institution are often in a position to make the introduction to foundation officials and to impart information helpful to these officials.

7. Invite foundation officials to visit your campus. Often this visit is vital to the final decision concerning the grant. Plan this visit most carefully. Be sure to include those faculty members especially who are involved with the project under consideration.

8. Don't forget the follow-through. After the initial presentation, be sure to furnish all information requested by the foundation official. A report on progress is important. Many foundations invite you to stop by from time to time. If they say "keep in touch," be sure you keep in touch!

9. Follow the foundation's wishes about publicizing and acknowledging the gift. These wishes may vary considerably from foundation to foundation. Some welcome recognition. Others shun it. Be sure you separate foundations from corporations with the same name but which are not necessarily officially connected. The foundation's giving may have absolutely nothing to do with the corporation's giving.

10. Be sure to report on how the grant was used. Believe it or not, some colleges take the grant and that's the last the foundation hears -- until the college asks for another grant. Establish the system of reporting to the foundation at least annually on how its grants are being used.

J. Jay Gerber
Robert E. Tinker
Robert L. Stuhr

Edward E. Hale
Russell V. Kohr
Charles H. Kayton

PRIMARY GIFT WORKERS

3/17/69

PRIMARY GIFTS WORKERS

James S. Adams
Lazard Freres & Company
44 Wall Street
New York, New York 10005
212-422-1200

William S. Armstrong
I.U. Foundation
Indiana Memorial Union
Bloomington, Indiana 47401
812-337-8311

Eugene N. Beesley
Eli Lilly & Company
740 South Alabama Street
Indianapolis, Indiana 46225
317-636-2211

Alden P. Chester
321 Forest Drive
Kokomo, Indiana 47901
317-457-2307

David L. Clark
Indiana University School of Education
Bloomington, Indiana 47401
812-337-5213

Harry G. Day
Indiana University
Department of Chemistry
Bloomington, Indiana 47401
812-337-7083

John E. Early
Early, Arnold & Zeimer
310 Old National Bank Building
Evansville, Indiana 47708
812-423-5244

Byron K. Elliott
Room 2608
200 Berkeley
Boston, Massachusetts 02117
617-421-6000

James C. Fausch
Inland Steel Company
30 West Monroe Street
Chicago, Illinois 60603
312-346-0300

Raymond M. Fox, Jr.
Fox, Franceschini, Transki & Martin
First Merchants National Bank Bldg.
Michigan City, Indiana 46360
219-872-7261

Joseph A. Franklin
Indiana University Treasurer
Treasurer's Office
Indiana University
Bloomington, Indiana 47401
812-337-7111

Carl M. Gray
Gray & Waddle, Attorneys
802 Main Street
Petersburg, Indiana 47567
812-354-8822

W. Croan Greenough
Teachers Insurance & Annuity
Association of America
730 Third Avenue
New York, New York 10017
212-697-7600

Hubert Hickam
Barnes, Hickam, Pantzer & Boyd
1313 Merchants Bank Building
Indianapolis, Indiana 46204
317-638-1313

Willis Hickam
Hickam & Hickam
10 South Main Street
Spencer, Indiana 47460
812-829-2221

Elwood H. Hillis
620 Union Bank Building
Kokomo, Indiana 46901
317-459-3153

Henry R. Hope
Department of Fine Arts
Indiana University
Bloomington, Indiana 47401
812-337-7766

Frank B. Jones
Alumni Office
Indiana Memorial Union
Bloomington, Indiana 47401
812-337-1711

Keith Masters
Kirkland, Ellis, Hodson, Chaffetz
and Masters
Prudential Plaza
Chicago, Illinois 60601
312-726-2929

Frank E. McKinney
American Fletcher National Bank
101 Monument Circle
Indianapolis, Indiana 46204
317-633-2211

J. Dwight Peterson
City Securities Corporation
Circle Tower Building
Indianapolis, Indiana 46204
317-634-4400

Claude T. Rich
Sesquicentennial Office
Indiana Memorial Union
Bloomington, Indiana 47401
812-337-8814

Edward A. Schrader
Goldman, Sachs & Company
55 Broad Street
New York, New York 10004
212-676-8000

Thomas T. Solley
Fine Arts Department
Indiana University
Bloomington, Indiana 47401
812-337-5445

Elvis J. Stahr
Audubon Society
1130 Fifth Avenue
New York, New York 10017
212-369-2100

Edward C. Von Tress
Indiana University Foundation
Indiana University
Bloomington, Indiana 47401
812-337-7478

Lawrence Leslie Waters
School of Business
Indiana University
Bloomington, Indiana 47401
812-337-5648

Arthur M. Weimer
Aerospace Research Applications Center
Indiana Memorial Union
Bloomington, Indiana 47401
812-337-7850

Herman B Wells
I. U. Foundation
Owen Hall
Bloomington, Indiana 47401
812-337-6647

Howard S. Wilcox
Howard S. Wilcox, Inc.
310 Bankers Trust Building
Indianapolis, Indiana 46204
317-634-1171

PRIMARY GIFTS

<u>EAST</u>	<u>PROSPECTS</u>
Massachusetts	2
New Jersey	2
New York	9
<u>SOUTHEAST</u>	
District of Columbia	2
Florida	4
Maryland	1
North Carolina	1
<u>MIDDLE WEST</u>	
Illinois	11
Indiana	72
Indianapolis (33)	
Bloomington (12)	
Michigan	3
Missouri	2
Ohio	2
<u>SOUTHWEST</u>	
Arizona	1
Texas	3
<u>FAR WEST</u>	
California	7
TOTAL	<hr/> 122

PRIMARY GIFTS
PROSPECT SELECTION RECORD

(Name of Solicitor)

(Phone Number)

Please Fill In This Form And Mail
To Campaign Headquarters

I have taken the following prospects to solicit for "investments" in Indiana University during the 150th Birthday Fund Campaign:

	Received Pledge Cards	Have Con- tacted	Comments
1. _____	_____	_____	_____
2. _____	_____	_____	_____
3. _____	_____	_____	_____
4. _____	_____	_____	_____
5. _____	_____	_____	_____
6. _____	_____	_____	_____
7. _____	_____	_____	_____
8. _____	_____	_____	_____
9. _____	_____	_____	_____
10. _____	_____	_____	_____
11. _____	_____	_____	_____
12. _____	_____	_____	_____
13. _____	_____	_____	_____
14. _____	_____	_____	_____
15. _____	_____	_____	_____

CAMPAIGN EXPENSE



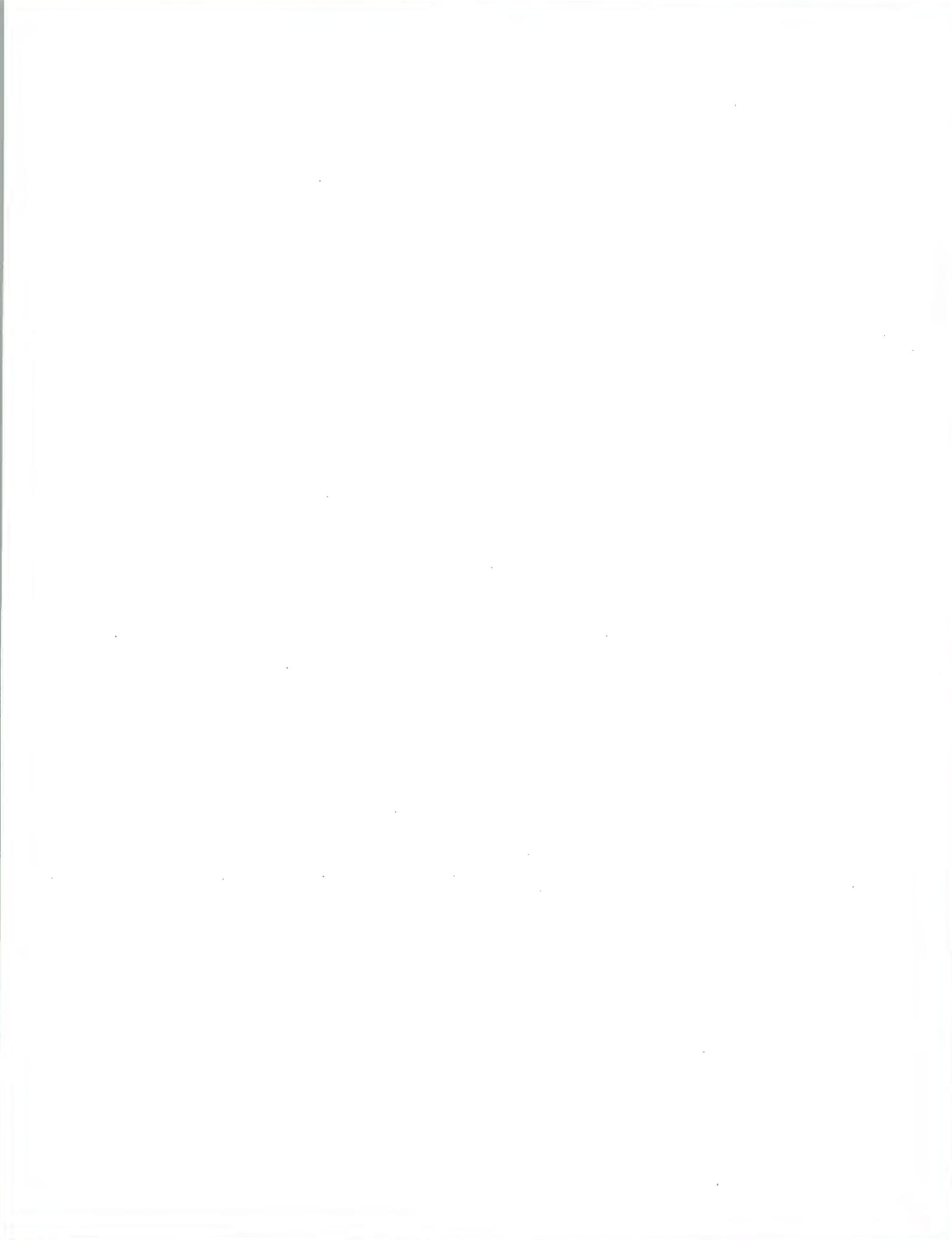
150th BIRTHDAY FUND

STATEMENT OF EXPENSE

DECEMBER, 1971

<u>ITEM</u>	<u>TOTAL EXPENSE</u>
Duplicating	9,962.12
Office Equipment	15,576.84
Payroll	383,990.61
Ketchum Fees	364,722.19
Rental	33,633.49
Supplies	39,541.90
Meetings	28,920.17
Postage	13,974.00
Promotion & Publicity	120,582.28
Telephone & Telegraph	24,191.40
Travel	112,764.61
	<hr/>
	\$ 1,147,859.61

CAMPAIGN NEWSLETTERS





Indiana University

\$25
MILLION

THE Margin of Excellence

First Report

This is the first progress report in a series to keep you abreast of what is going on in the 150th Birthday Fund campaign. We want you to know what others in the drive are doing, the degree of success the Fund is enjoying at any given moment, an occasional how-to-do-it suggestion, newsworthy photographs, and a paragraph or so on what is happening on our campuses that may be having an effect (good or not-so-good) on the disposition of people to pledge support.

This initial issue does not touch all of these bases but our coverage will improve in the weeks ahead. You will also be receiving a Fact Sheet about the eight principal campaign goals. We suggest that you keep a running file of these reports, and put the Fact Sheet on top for easy reference.

The Editor

Kick-off

There have been five Kick-Off meetings among alumni in Indiana—Evansville, Terre Haute, Gary, Fort Wayne, and New Castle. Others in major Indiana cities will follow in the early fall.

J. Howard Alltop, chairman of alumni gifts, said the Evansville area, where the first kick-off dinner was held, is leading the campaign. They have more than 50% of their cards returned and are entering the final stages of solicitation and mop-up effort.

Sutton Speaks

Two principal themes were underscored by President Joseph L. Sutton in talks before alumni groups at Terre Haute and Gary. He first addressed himself to a question that is asked repeatedly: Why must Indiana University, like so many other state-supported institutions, go to alumni and friends for financial support in depth?

"It's not difficult to answer, really. We receive less than 37% of our funds from the state of Indiana, and, therefore, must draw our primary support from grants, student fees, and contracts. On the eve of its 150th year, the University is going to its alumni and friends for support to maintain and continue the preeminent position in higher education that Indiana University achieved under presidents Wells and Stahr. We are asking for contributions for those things for which we cannot get tax support."

President Sutton spoke about the "restive quality" of Indiana University students.

"I would be less than candid if I did not say that there is a restive quality about the student population in Bloomington as there is elsewhere. Students are working harder and driving up academic standards at a rapid rate. They are concerned about what they see as discrepancies in our society. They are very concerned, for example, about the discrepancy between affluence and poverty. They feel they must do something to stop it. They are concerned about problems of racial discrimination. Many of them are concerned about the war in Viet Nam, and they feel that it must be stopped. (continued)



President Sutton is greeted by a Terre Haute alumnus.



Northwest Kick-off! William Gasser (left), President Sutton, I.U. Trustee Robert Lucas, and John R. MacLennan, Gary Fund chairman.

"They feel that they should take some kind of active role in bringing about desirable social change."

The president said Indiana University has had only two demonstrations that could be termed violent.

"But, we've only had two incidents and they involved a very small number of students. Out of our present enrollment of 29,000 students on the Bloomington campus, or a total enrollment on all campuses of 55,000, I vouchsafe that you would have a hard time finding 400 students who are really what might be termed the absolute radicals."

How does the University intend to deal with these things?

"The most effective way is to keep the maximum number of channels of communication open so that these troubled young people can come in and talk about what bothers them. They have a lot of good ideas that could contribute to the development of the institution."

President Sutton said it would be as foolish not to listen to them as it would be for a physician not to listen to his patient to learn what his symptoms are.

"We must listen to these young people.

"This does not mean in my lexicon, however, that we give them a veto over the budget nor does it mean that we give them a veto power over promotions or tenure. It does not mean that we give them a veto over curriculum matters nor does it mean that we will tolerate coercion and force, for I have no intention as president of Indiana University of tolerating coercion and force."

President Sutton said he meant the seizing of buildings and the disruption of classrooms.

"If I am confronted by these things, as I think I would have been had it not been for my operation, the University will resort to the law, that is, the injunction, or to direct force, if that is what is called for. It's regrettable that we have to do this but if that's the way we have to do then that's what we're going to do. I've tried to make this plain and I'm going to make it plain when everybody reassembles in the fall."

Library Fire

An employee of the Indiana University Library faces two charges of second degree arson in connection with two fires at the library in the past five months. He is Charles Eugene Sweet, 28, a 1966 graduate, holding an A.B. degree in linguistics. He has been employed at the library since November, 1966.

Sweet, who lived alone in a trailer court in Bloomington, is being held in Monroe County Jail in lieu of bond.

All of the books in the fire-damaged library have since been moved to the new library building at 10th and Jordan streets.

Disciplinary Hearings

Twenty-four I.U. students have been notified by certified mail that they face disciplinary hearings for alleged involvement in two incidents in May on the Bloomington campus. Eight of the cases involve a brief disruption of a School of Business alumni dinner meeting on May 1. The remaining sixteen are in connection with a lock-in of a meeting of students, faculty, and administrators in Ballantine Hall on the night of May 8-9.

Indiana University—A Poem

Lenhardt E. Bauer, Terre Haute attorney, class of '32, received a thunderous ovation at the Terre Haute dinner for his reading of the poem about the Fund campaign which he had composed a few hours earlier:

INDIANA UNIVERSITY

Down in southern Indiana,
Where the hills are emerald green
And the rushing, sparkling riverlets,
Meander in between.
Like a diamond set in flory,
In our State's resplendent crown,
Stands its namesake seat of learning,
With far-flung and wide renown.
It's blessed Indiana Statehood
For one-hundred-fifty years,
Tended by her sons and daughters,
With their laughter, work, and tears.
Like the diamond of the June bride,
That is oft quite small at start,

Grows with the passage of the years
By work and love of heart.
Its facets cast about the world
In iridescent glow—
The toil of those who love her,
Who, because of her, they "know"
But, we must not rest on glory,
I.U.'s banner, now unfurled,
Might lead in mighty challenge
To be first in all the world.
In such ambition, there is labor
That's cut out for me and you—
Not just sitting in the grandstand
Singing "Hail to Old I.U."

Community Gifts Division

Howard S. Wilcox, Chairman of the Community Gifts Division, reports the first of a series of regional campus campaigns has started with a \$1.5 million target in Fort Wayne.

Walter W. Walb and Richard G. Inskeep are co-chairmen for the project which seeks business and industrial support for graduate library facilities at the Indiana-Purdue-Fort Wayne Campus. Pledges exceeding \$650,000 have already been received, including \$100,000 gifts from Central Soya Corporation and Lincoln National Life Insurance Co.

Community campaigns for IU-Northwest (Gary), IU-South Bend, IU-Kokomo, and IU-Southeast (Jeffersonville) are to be scheduled soon.

Indianapolis

Plans are being developed for the Metropolitan Indianapolis Phase of the campaign which is scheduled to begin at a kick-off dinner in Indianapolis September 30. The campaign seeks a minimum of \$6 million from business, industry, alumni, and friends of I.U. throughout Marion County. The major project will be a Bio-Medical-Engineering Research Institute to be established on the Indianapolis campus.

National Effort

The national campaign will reach its first plateau at a dinner meeting of national leaders and workers September 16 in Bloomington. The ten Indiana area chairmen, the eighteen U.S. chairmen of major giving, prominent Indiana state officials, alumni, and friends will attend the meeting in the Memorial Union Building.



Volunteer workers, and Foundation and Fund executives meet at Gary Kick-off.

Confusion

Some workers have reported questions in the minds of some about Annual Giving vs. support for the 150th Birthday Fund.

It's relatively simple—

Give—and give additionally!

The first *give* is Annual Giving. This must continue for it is a vitally important program of the I.U. Foundation. And *give* additionally—over and above Annual Giving—to the Birthday Fund.

This is the first capital-funds campaign in nearly half a century so it doesn't seem too much to ask our alumni and friends to *give—and give additionally!*

Sesquicentennial

The Sesquicentennial Year will make its official debut January 20 with ceremonies on the Bloomington campus to highlight the University's past, beginning with the signing of the Legislative Act establishing the Indiana State Seminary that later became Indiana University. Throughout the year, all Indiana University campuses will participate in official observances. The schools, divisions, and departments within the University will sponsor symposia and special events in their areas of interest, and professional and scholarly organizations will convene their national meetings on our campuses.

The new University Hospital at the Medical Center in Indianapolis will be the first building to be dedicated in the Sesquicentennial Year. The new library, the Assembly Hall, and other important structures on several campuses are scheduled for dedication during the latter months of the year.

Gary Kick-off

At the recent Area 3 Alumni Division (Gary) kick-off, Robert Gates, chairman, announced a gift of \$7,500 from Dr. Eli Sherman (Jack) Jones, B.S. '14, M.D. '16, football '11, and a 50-year "I" Man recipient. The large crowd of I.U. alumni and friends at Teibel's Restaurant gave Dr. Jones a standing ovation when his subscription gift was announced.

Area 7 Underway

Vernon Huffman, Bloomington business leader long active in community affairs, has been named chairman of the South Central Indiana Area. He is president and director of Johnson Creamery Co., Inc. As an undergraduate, Huffman earned honors as a varsity football player, and later played professional football with the Detroit Lions. He has his J.D. degree in law.

Huffman has announced his county chairmen:

Jay Hale, Bedford businessman, Lawrence County; *Vernon J. Petri*, B.S. '59, L.L.B. '66, J.D. '67, Spencer attorney, Owen County; *George E. Greene*, B.S. '37, Linton accountant, Greene County; *Floyd Beldon*, Class of 1920, Seymour businessman, Jackson County; *Charles G. Henderson*, B.S. '49, Franklin businessman, Johnson County; *Herschel O'Shaughnessey*, J.D. '48, Columbus executive, Bartholomew County.



Two Generals address Terre Haute. Fund Director Joseph O. Butcher, USMC (ret.) photographed in ballroom mirror.

Nonprofit Organization
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Bloomington, Indiana
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150th Birthday Fund for Indiana University
Indiana Memorial Union
Bloomington, Indiana 47401



Indiana University

\$25
MILLION

THE Margin of Excellence

Number 2 — Fall 1969

\$1.85 Million Pledged by Krannerts

Mr. and Mrs. Herman C. Krannert of Indianapolis, well-known for their educational philanthropies, pledged \$1.85 million to the Birthday Fund, September 25, for use in completion and equipping of the new Musical Arts Center..

The gift was announced in Indianapolis at an early evening gathering at the home of Frank McKinney, former chairman of the I.U. Board of Trustees.

President Joseph Sutton, Chancellor Herman B Wells and Byron K. Elliott, general chairman of the Birthday Fund all spoke, and thanked the Krannerts for their gift.

An earlier grant from the Krannerts to the University was used to construct the Krannert Pavilion at the Medical Center in Indianapolis.

Area Kickoffs Rolling

All but one of the ten Indiana alumni solicitation areas have been kicked off officially, and are in active solicitation.

Only Area 6 (Indianapolis, Marion County and surrounding counties) has not been kicked off, and that occasion is scheduled soon.

Alumni division drives in South Bend (Area 2), Bloomington (Area 7), Kokomo (Area 5) and New Albany (Area 9) have been kicked off recently, and efforts are well underway in each of those areas. The campaign is being wrapped up in Area 10 (Evansville) with over \$103,000 already pledged or contributed.

Schrader Endows Archaeology

Edward A. Schrader, A.B. '34, LL.D. '66, has provided a \$300,000 endowment which will be used to support a visiting professorship and field research in archaeology. Mr. Schrader, a partner in the New York investment firm of Goldman, Sachs & Co., is national Primary Gifts Chairman for the Birthday Fund.

President Joseph L. Sutton accepted the gift and commented, "The search for support for areas of deep cultural interest, such as archaeology has long been difficult, especially with the current stress on the demands of insistent modern technologies. Ed Schrader's well-timed gift has helped us immeasurably in that search."

The gift was announced Oct. 17 at a joint meeting of the I.U. Foundation Trustees and University Board of Trustees.



Additional grants have brought to \$435,000 the total support provided the Glenn A. Black Laboratory of Archaeology by Lilly Endowment, Inc. Bids were opened Oct. 17 on the building.



Eugene B. Crowe of Bedford reads a proposed memorial plaque to be displayed in an exhibition gallery in the new Musical Arts Center. The gallery will be named in memory of his son. Dr. Herman B Wells met with Crowe for the occasion. (Photo courtesy of the Bedford Times-Mail)

More Names Announced in Area 7

Vernon Huffman, Area 7 (South Central Indiana) chairman, has announced the names of four individuals who will serve as county chairmen in the alumni effort. They include James Schmalz of Bloomington, Monroe County; Robert St.Clair of Martinsville, Morgan County; and J. Brinton Thomas and Perrin E. Scott of Madison, Jefferson County.

Tax Law Changes

Some confusion has resulted from proposed tax reforms passed by the House of Representatives and now before the U.S. Senate, particularly with regard to Fund Drives like the 150th effort. The changes are not final yet, and commentators seem to think there is little chance significant reforms will emerge from any House-Senate conference soon.

However, the changes may come, and they may cover gifts made in 1969 if the law is passed and signed this year. Anyone who may wish to make a significant contribution which might result in obvious tax advantages or disadvantages should be advised to check details with his attorney.

The above is particularly true with regard to gifts of property or securities.

Changes at the Fund Office

Two of the Fund's administrative assistants who worked with county organizations have departed for other opportunities, and four new men have been added. Tom Erickson now is with Allis-Chalmers in Milwaukee, and Mike Riley has joined a Lafayette law firm.

Added to the staff were Russ Hartley and Dick Bishop, both of whom have been with the Alumni Association for several years; Tom Otto, B.S., '65, formerly with Western Electric in Columbus, Ohio, and with General Electric in Bloomington; and Claude M. Warren, Jr., B.S., '66, who will work in the Indianapolis phase of the campaign. Mr. Warren also is a student at the Indianapolis Division I.U. Law School.

More Gifts Announced

In addition to the gifts presented by the Krannerts and Mr. Schrader, others also have been generous to the University, including former U.S. Representative Eugene B. Crowe of Bedford, who pledged \$50,000 to the Musical Arts Center, where a mezzanine exhibition gallery will honor the memory of his son, Barney Glen Crowe, '23. Other donors include: Dr. C. W. Dahling of New Haven, \$11,000 for the basketball coach's office in Assembly Hall; Bill C. Brown and Wayne Gruber of Bloomington, a joint gift for the football coach's suite in the same building; Whirlpool Corp., Evansville, \$30,000 for the Assembly Hall; Indiana Medical Education Foundation, \$100,000 for scholarships for medical students; and Faculty Council, an unspecified amount, also for scholarships.



Byron K. Elliott, right, general chairman of the Fund, greets Kosciusko County chairman Thomas Lemon at the Area 2 kickoff dinner in South Bend. With the two is R. Dewey Welch of Elkhart, the Area chairman.

Major Gifts, Nationwide

Similar efforts are being made elsewhere. Edward W. Kelley has been named area chairman for New England, while A. Robert Matt has been named Connecticut chairman. Vice-chairmen for Massachusetts include Dr. William E. Jenkinson, Dr. Samuel Kane and Dr. Robert R. Shrock.

Vernon Boxell heads the New York-New Jersey area, and Fred H. Cook is the New Jersey Chairman. John L. Young is area chairman for Delaware, Pennsylvania and West Virginia, where Sam F. Niness, Sr., and David Rothrock are vice-chairmen for Philadelphia, and Charles Benzel and Dr. Robert M. Cavanaugh are the Delaware vice-chairmen.

In the south, Robert Kenderdine has been selected as area chairman for Louisiana, Oklahoma and Texas, where John Tuthill and Bill Curry are Dallas vice-chairmen, and Will Catterton is Houston vice-chairman.

Robert Ravensberg is area chairman for Arkansas, Kansas and Missouri. Paul T. Lundstrom heads the drive in both Kansas Cities, assisted by Forrest J. Eherenman. Glenn A. Mitchell is vice-chairman for St. Louis.

On the west coast, Charles C. Hornbostel chairs the Los Angeles area. Dr. Dixon Hughes and Dr. Ben Siebenthal are co-chairmen for Sacramento, and Robert Dobbins is chairman at San Francisco. His vice-chairman is Dr. Douglas Moffatt. John Klopp is the San Diego area chairman, assisted by vice-chairmen Dr. Robert C. Isenhour, Brig. Gen. Lara P. Good, William Miller and Herbert Wheiseit.

Clum Bucher, long-time I.U. staff member and associate dean for the Junior (Freshman) Division, has taken a leave from that post, and has been added to the Fund's staff as an executive associate responsible for coordinating major gift efforts nationwide.

He reports that major gift organizations which seek contributions above the \$25,000 level, are being set up in several key areas of the country, including Chicago, where John S. Wilson, vice-president of the Hedrick and Struggles management consultant firm, is chairman. His vice-chairmen for the Chicago area include Charles Barnhill, James Fausch, Irvin Grimes, Rembrandt Hiller, Wilbur Legg, Keith Masters, Howard Robinson, Andrew Thomson, David Elmore, Richard Glenn, Eugene Fletchall, Robert Keck, Charles Leist, Thomas Mathers, Robert Pebworth and Wendell Snyder.

America's First Known Fund-Raiser Said:

"My practice is to go first to those who may be counted upon to be favorably inclined, who know the cause and believe in it and ask them to give as generously as possible. When they have done so, I go next to those who may be presumed to have a favorable opinion and to be disposed to listening and secure their adherence. Lastly, I go to those who know little of the matter or who have no known predilection for it and influence them by presentation of the names of those who have already given. Do not neglect those whom you are sure will give nothing, for in some of them you will be mistaken."

BENJAMIN FRANKLIN



Chancellor Herman B Wells visits with Connecticut alumni at a New England Dinner in Niantic, to kick off fund-raising efforts there. To date, \$500 has been received through the club's efforts. With Dr. Wells, from left, are A. Robert Matt, Edward W. Kelley and Richard Lewis.



The new library is in full use now, and one of the facilities is a wide-open, bright and efficient card catalog room, employed here by a young student. A total of \$2 million for library acquisitions is being sought through the Birthday Fund's efforts.

Special "Well-Done" Kudos to—

- Marvin Snyder, Pike County chairman, for the return of 100 percent of his prospect cards and a total of \$13,370 in pledges.
- Dr. Jack D. Brooks, Steuben County chairman, who also has accomplished return of all prospect cards.
- Herschel O'Shaughnessey, Bartholomew County chairman, for putting together a complete Birthday Fund Volunteer organization which should serve as a model for all.

Assembly Hall Donors

In keeping with an agreement made with the Varsity Club, those persons who earmark contributions, no matter how large, to the Assembly Hall project will become members of the Varsity Club. However, the membership lists for the Loyalty Group and Hoosier Hundred are full at the present time, and those desiring membership in those organizations may be placed on a hold list.

Area 2 Leaders Named

R. Dewey Welch of Elkhart is the Area 2 (North Central Indiana) drive Chairman. Working with him as county chairmen will be Thomas Lemon, Kosciusko; Jon Armstrong, Elkhart; LeRoy Gudeman, Knox; Leon Kaminski, LaPorte; Cletus H. Kruyer, St. Joseph; Jack Overmyer, Fulton, and Frederick C. Morrow, Marshall.

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150th Birthday Fund for Indiana University
Indiana Memorial Union
Bloomington, Indiana 47401



**\$25
MILLION**

Indiana University

THE Margin of Excellence

Marion County Edition - April, 1970

Marion County Drive Starts Soon

Marion County alumni, 19,022 strong, will be asked to pledge to the future excellence of Indiana University next month when the 150th Birthday Fund for I.U. opens its Indianapolis area mass alumni solicitation.

The Fund, commemorating the celebration of the University's Sesquicentennial year, 1970, will provide aid to each of eight development goals at Bloomington, Indianapolis and each of the regional campuses.

The campaign organization, now being manned by alumni and friends of the University, will attempt to contact every alumnus in the county personally to solicit support for the drive and its \$25 million goal.

At home in Indianapolis, the Fund will spend an estimated \$6.1 million to construct a graduate research center at the IUPUI campus. It is the largest single project in the drive, in fact.

At Bloomington, funds will be used to aid in construction or completion of the new Musical Arts Center, the proposed Fine Arts Pavilion, Hoosier Heritage Hall and the new Assembly Hall.

Each of the regional campuses also will have a development project such as the new library going up at the Fort Wayne campus.

All through the University, other funds will go to augment scholarships, for endowed professorships, and for library acquisitions that could not be made in leaner years.

State appropriations pay only a third of the operating costs at I.U., and even with recent tuition hikes, student fees cannot cover all of the rest of the needs of a dynamic University. Enthusiastic and generous private support is needed to enable the University to remain great, and to maintain the extra edge in scholarship and reputation often called, "The Margin of Excellence."

When the Marion County alumni drive volunteer comes to visit you, hear him out, then search your heart and mind to determine what I.U. has done for you, and what you can do in return.

Remember, significant tax advantages, both state and federal, can accrue to anyone making a contribution to I.U., so contributions are not a one-way street.

Jasper Heads Area

Paul G. Jasper, LL.B. '32, has been named Fund chairman for Area 6. He is responsible for the six county organizations which will be contacting the University's friends and alumni. The largest area under Judge Jasper's jurisdiction is Marion County which has 19,022 alumni; the other five have 3,370 alumni.

Judge Jasper is vice president and senior counsel for Public Service Indiana. Currently he is president of the Indiana State Police Board and president of Highland Country Club. He is a former president of the Indiana University Alumni Association, and a former chief justice of the Indiana Supreme Court.



Paul G. Jasper



John D. Peterson

Peterson Leads Mass Alumni Phase

John D. Peterson, B.S. '55, has been appointed Marion County chairman of the Alumni Division drive.

Peterson serves as the local cabinet chairman. With his four district chairmen he is building a volunteer campaign organization of more than 1,700 alumni.

Many activities benefit from Peterson's volunteer service. His activities include: chairman of the Marion County I. U. Varsity Club, president of the Indianapolis Bond Club, past president of the I. U. Men's Club of Indianapolis, member of the James Whitcomb Riley Memorial Association, the Scottish Rite, and elder of the Tabernacle Presbyterian Church.

Peterson is vice president of the City Securities Corporation and a director of Lilly Industrial Coatings, Inc.



Signs of the Times — J. Howard Alltop, left, national Alumni chairman, and John D. Peterson, center, Indianapolis alumni gift chairman, get the facts on the campaign's symbols and aspirations from Maj. Gen. Joseph O. Butcher, USMC, ret., director of the Fund, at an Indianapolis meeting. General Butcher, a 1936 I. U. graduate, has headed the nationwide fund effort since his retirement in 1968.

Kelley Gift Boosts Business

E. W. Kelley, B.S., '39, now president of the Consolidated Cigar Corporation of New York City, has presented the University and the Birthday Fund with capital for establishment of a Marketing, Finance and Accounting Fund in his name. The endowment provided will permit establishment of a distinguished professorship in the School of Business, and underscores Kelley's desire "to bring into closer relationship the disciplines of marketing, finance and accounting with both the academic and business worlds."

Announcement of the gift was made Feb. 16 in New York City at a luncheon meeting of the area's Alumni Club. I.U. President Joseph L. Sutton spoke at the meeting, his first in New York as the University's president.

Miss Sweeney Aids Music Center

Elsie I. Sweeney of Columbus, a pianist and long-time patron of the arts in Columbus, Bloomington and Indianapolis, has pledged \$500,000 to the Birthday Fund for use in the new Musical Arts Center.

Miss Sweeney holds a degree in music from Smith College, where she was elected to the Phi Beta Kappa scholastic honorary. She was instrumental in founding the I.U. chapter of the society.

In 1967, I.U. recognized her contributions to the arts by awarding her the honorary doctorate of music. She also holds an honorary degree from Butler University.

Fund Passes \$19.2 Millon

At press time \$19,200,000 in pledges had been contributed to the 150th Birthday Fund. The Trustees of Indiana University and the Board of Trustees of the I. U. Foundation have contributed over \$1,200,000.

Across the state of Indiana \$802,175, has been raised from alumni in a mass gift effort.

Many alumni have taken advantage of gift opportunities to designate memorials, tributes, or projects. For example, in the new Assembly Hall reserved items include: athletic directors' offices, coaches' offices, conference rooms, and reception rooms. Gifts may be designated for any of the eight major projects.

The balance of funds received includes gifts from businesses and friends of the University and certain national alumni.

LOCAL ALUMNI ARE IMPORTANT TO THE FUND

Over 22,423 alumni live in the 150th Birthday Fund's Area 6, which includes Boone, Hamilton, Hancock, Hendricks, Shelby and Marion counties.

In a recent meeting of state-wide Fund leaders, Chancellor Herman B Wells said, "The local area is being counted upon to give heavy financial support for Indiana University to permit her to continue to be a great institution in the next 50 years. We alumni will place our money where our hearts are—with Indiana University where the opportunity is now. Alumni and friends realize how essential the University is to the commonwealth and the country. The 150th Birthday Fund underwrites the dream of the future—a dream as great as that of the founders who established our University 150 years ago. In fact we are building for a thousand years."

The Fund is a once-in-a-lifetime opportunity, for not since 1922 has there been an organized capital fund campaign. The projects are urgently needed for the University to maintain its "Margin of Excellence."

Tax dollars provide only 37 per cent of the University's operating funds and a smaller percentage of the capital funding.

Private dollars raise the level of the University's teaching, research, scholarships, and "venture capital." They insure diversity, richness, and quality in higher education.

For alumni of Indiana University it is the "heart" that lights the way for the mind and guides the hand to pledge the funds to solve the urgent problems. The nation's history has proved over and over again that there will always be those splendid citizens at all economic levels who qualify for the hero's mantle by participating in programs in which they believe and to which they are committed.



William D. Wells, B.S., '49, is president of Wells and Company, Inc., a life member of the I. U. Alumni Association, a member of the "500" Festival Association, Independent Insurance Agents, and the U. S. Power Squadron. He was campaign chairman for the Indianapolis Zoo.



Leland E. Tanner, B.S., '55, is a senior vice president of the American Fletcher National Bank. His volunteer activities include in Indianapolis the Bond Club, Chamber of Commerce, Athletic Club, Baxter Y.M.C.A., Lutheran Church, and the Kiwanis Club of Meridian.

County Has Four Districts

John D. Peterson, Chairman of the Marion County Alumni solicitation, announced the appointment of four district chairmen, Robert J. Boeglin, T. Rudy McCullough, Leland E. Tanner, and William D. Wells. This group, with J. Howard Alltop, is the Marion County Cabinet and will give leadership to the 1,700 volunteer member Fund organization. Members of the organization will personally solicit themselves and an additional 9,300 graduate prospects. Marion County is organized into four geographical districts.

DISTRICT I — NORTH-NORTHEAST

Robert J. Boeglin is District I chairman. He has appointed as his vice chairmen: William L. Phillips, B.S., '53; James E. Pauloski, A.B., '53; Mrs. James M. Rogers, A.B., '56; William C. Myers, B.S., '50; William F. Eckhart, Jr., B.S., '50. This committee will build a soliciting organization of 473 alumni.

DISTRICT II — EAST-NORTHEAST

Chairman of District II is William D Wells, assisting him as Vice Chairmen are Charles T. Gleason, B.S., '50, LL.B.-I., '52; Judge John J. Rochford, B.S., '40, J.D., '67, LL.B.-I., '51; Paul A. Lennon, B.S. E.D., '50. This committee will have over 300 campaigners.

DISTRICT III — NORTHWEST

T. Rudy McCullough serves as District III Chairman. His Vice Chairmen are James C. Clark, J.D.-B., '56; Albert M. Gavit, J.D.-B., '50; and John W. Biddinger, B.S., '63. This group will lead 525 graduates in contacting others.

DISTRICT IV — SOUTH

District IV Chairman is Leland E. Tanner, who has appointed as Vice Chairmen: Wayne H. Ethridge, B.S., '56; William J. Allman, D.D.S., '58; and Donald R. Wilsey, A.B., '51, J.D.-I., '54. These men will build a 378-volunteer organization.



Robert J. Boeglin, B.S., '50, is senior vice president, First Federal Savings and Loan Association. He is an active volunteer serving as president of the I. U. Men's Club of Indianapolis, and president of the I. U. School of Business Alumni Association.



T. Rudy McCullough, '54, is treasurer of Robert N. Bowen and Associates, Inc. His activities include the Hoosier Hundred, Twilight Optimists, Jordon Y.M.C.A., and the Independent Insurance Agents Association.

DRIVE OPPORTUNITIES MANY, VARIED

May is the month when most Marion County alumni will be invited to participate with personal pledges to the Birthday Fund. Volunteer alumni personally will visit the homes of graduates and friends to ask them to help meet the crucial need for financial support during the University's Sesquicentennial Year.

GIFTS MAY BE DESIGNATED

A donor may designate the allocation of his money to any one or all of the eight major projects. Buildings, units of buildings, or other physical components are available for sponsorship by individuals, families, companies, and groups. An inscribed permanent plaque will identify the memorials, living tributes, or projects.

Examples include: \$10,000 Reception Area in the Assembly Hall, \$5,000 Rare Book Display in the Fine Arts Pavilion, \$3,000 Ballet Faculty Lounge or \$360 Terrace seats in the Musical Arts Center.

CENTURY-AND-A-HALF CLUB

All donors who pledge \$360 or more will become members of the Century-And-A-Half Club. Members will receive a certificate suitable for framing and have their names marked on the Club's Honor Tablet.

CONTRIBUTIONS ARE TAX DEDUCTIBLE

Pledge payments are deductible for federal and Indiana income tax purposes, as provided by law. Indiana residents wishing to claim Indiana tax credit must make contributions payable to Indiana University. The Foundation will send reminder statements at payment due periods as requested by the donor.

Additional Committee Members Recruited (continued from Page 3)

Mrs. Susan E. Allman, John R. Bain, Mrs. Dale A. Baker, Mrs. Janet Barber, Charles E. Barker, Dwain Bass, Mrs. Margaret Davis Bass, Charles A. Beal, Kenneth A. Beckley, George H. Belshaw, M.D., Mrs. George H. Belshaw.

Edward P. Bettcher, D.D.S., Kenyon R. Blocher, Milton Lewis Bohard, Albert C. Bolin, Donald R. Bowles, Mrs. Sheryl Jane Boyer, James J. Breen, Jr., Mrs. Rex Bridwell, Rex D. Broome, James L. Brown, William Calhoun, Mrs. Lawrence N. Carter, William Chambers, Mrs. William Chambers.

Marvin C. Christie, M.D., C. Patrick Clancy, Mrs. Alex Clark, Mrs. Warren Coggeshall, Louis F. Cohen, Miss Ruby Cope, Miss Janet Craig, Glenn E. Davis, Jack Daw, Mrs. Leonard Dehn, Richard Deitch, Wilbur C. Dollens, Clarence H. Doninger, Richard B. Drake, Rexford C. Early.

Jack H. Ebbeler, Mrs. Louis Eberly, Charles F. Efrogmson, Jr., Mrs. Eugene Ervin, Mrs. M. Stanton Evans, Rex D. Fleenor, Mrs. Harvey Folkening, L. D. Foster, Jr., Mrs. Marvin J. Fox, Donald R. Franklin, Thomas M. French, Cecil M. Fritz, Miss Magdalene Fuller.

Wade Fuller, Mrs. O. Dean Gardner, Mrs. Mary Davis Gelarden, Miss Mary A. Gill, Ray Good, Frederick J. Graf, Richard W. Guthrie, Mrs. Mary Haehl, John R. Hammond, Larry J. Hannah, Donald T. Hannin, Donald L. Hardamon, Mrs. V. K. Harvey, Jr., Ray Hawkins, Harold E. Heimroth.

Mrs. Jane Clark Heitz, Louis S. Hensley, Jr., James W. Hetherington, Neil R. Hinchman, Donald J. Holmquist, George M. Hostér, Jr., Mrs. Mary Lou Hurst, Mrs. George Hutchinson, Donald Jackson, Bruce R. Jarvis, Mrs. Mary E. T. Jasper, Robert L. Jessup, Mrs. John D. Joyce, William D. Kendrick, M.D., Ray A. Kern.

James L. Kittle, Jr., John L. Kittle, James Klineman, Vernon W. Koselke, Donald H. Krueger, Richard Lambert, Mrs. Rita Larson, Mrs. Allan J. Lawson, Fred W. Leavell, Jr., James B. Lee, Lee M. LeMay, Paul A. Lennon, Gerald A. Lewis, Richard K. Levi, W. J. Litherland.

Theodore L. Locke, Jr., Thomas M. Lofton, Frank C. McAlister, Robert B. McConnell, Larry E. McCullough, Mack P. McKinzie, Robert McNevin, James E. Mace, Jr., Jack Marsella, George E. Martz, Allan Meguschar, Franklin Miroff, Merrill Moores, Mrs. Clarence Morgan.

Mrs. Betty Jane Nieff, Mrs. John Nyland, Mrs. Carol E. Ottinger, Mrs. Ronald B. Parke, Philip D. Pecar, J. Michael Perry, Clyde L. Peterson, Mrs. Clyde L. Peterson, Thomas M. Quinn, Jr., Richard J. Raymont, Mrs. Ronald B. Rice, Richard H. Riegner, Donald L. Rogers, M.D., Malcolm S. Romine, Russell M. Romine.

John C. Ruckelhaus, William A. Rudolph, Robert Rupp, Donald D. Schlundt, Mrs. Clara B. Schmidt, Geoffrey Segar, Mrs. Robbie Sexson, Robert Sexson, Ward E. Sexson, Mrs. Harvey Sigmond, Robert H. Sinclair, Mrs. Barbara J. Smith, Merritt W. Smith, J. Edward Staab, Vernon James Story.

K. C. Strange, Richard L. Tewksbury, Mrs. George Tilford, Mrs. Thomas E. Tobin, John W. Tranberg, Carl R. Tuttle, Thomas M. Tuttle, John B. Wade, Philip M. Walker, William Ward Walker, Mrs. Harold J. Wesselman, Richard C. Whallon, Meredith L. Wilson, Richard Zenor, Louis Zickler.

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BLOOMINGTON, INDIANA 47401



**\$25
MILLION**

Indiana University

THE Margin of Excellence

Marion County Edition — May, 1970

\$19.2 MILLION IN BIRTHDAY FUND

Chairman Elliott Reports Progress

Byron K. Elliott, Chairman of the 150th Birthday Fund, announced on April 29 that the Fund has passed the \$19.1 million mark—79% of the \$25 Million Goal.

This financial support of Indiana University comes from cash gifts, pledges, and letters of intent from trustees, alumni, staff, faculty and friends—individuals, businesses and corporations.

Alumni participation is currently in progress and being organized across Indiana and major metropolitan areas. Marion County has the largest concentration of alumni.

Steering Committee Initiates Campaign



C. S. Buschmann

National Chairman Byron K. Elliott in this Sesquicentennial Year named as Co-Chairmen of the Major Gifts Division of Marion County: C. Severin Buschmann, A.B., '17; Paul R. Summers, LL.B., '23, and James L. Kittle, B.S., '38. These alumni have had outstanding campus and professional careers.

The Steering Committee made the initial plans and organization of the Major Gifts program. Additional active members of this committee include: J. Howard Alltop, Arnold Berg, Theodore R. Dann, Milton J. Fineberg, Dennis S. Megehard, M.D., Thomas M. Miller, and Cecil W. Weathers.



\$1 Million Cabinet leaders: (left), Byron K. Elliott, National Chairman; James L. Kittle, Cabinet Coordinator; Paul R. Summers, Major Gifts Co-Chairman; and Chancellor Herman B Wells.

\$1 Million Cabinet Organized

In Indianapolis a \$1 MILLION CABINET is being organized. This group of devoted alumni will organize the Major Gifts phase of the Marion County Birthday Fund drive. The Cabinet's efforts will be directed at local alumni support.

James L. Kittle, B.S., '38, President of Kittle's Home Furnishing Center, has been appointed Coordinator of the \$1 Million Cabinet. Mr. Kittle is active in many Indianapolis civic, business, social, and Indiana University activities. His leadership is responsible for the enlistment of his fellow Cabinet Members.

Serving with Mr. Kittle on the Cabinet are (at press time) Robert S. Ashby, John R. Benbow, Wm. Hudson Ball, Jr., Grover C. Boling, M.D., Alvin L. Cohen, Don B. Earnhart, Gail E. Eldridge, M.D., William M. Kendrick, M.D., Ted B. Lewis, Robert B. McConnell, Frank E. McKinney, Jr., Dennis S. Megehard, M.D., Robert G. Moorhead, Thomas F. O'Haver, Melvin Simon, William J. Stout, Claude M. Warren, and Doyle Zaring.

Additional Cabinet Members include: John R. Benbow, Alan I. Kline-man, Donald E. Stephens, M.D., Harold H. Wells, Carl D. York, Howard W. Fieber, Eugene B. Glick, and James H. Gosman, M.D.

Coordinating The Cabinet with Mr. Kittle are Leo W. Shumaker, B.S., '26 and Allan H. Warne, B.S., '25.

Honorary Cabinet Members are: C. Benjamin Dutton, Byron K. Elliott, Joseph L. Sutton, and Herman B. Wells.



With the rendering of the Musical Arts Center are (left) J. Howard Alltop, National Alumni Chairman; John D. Petersin, Jr., Marion County Chairman; T. Rudy McCullough, District III Chairman.



Nurse leaders include (left) Mrs. Louise Morgan, Mrs. Janet Barber, Mrs. Georgia Nyland, Mrs. Jo Ann Fox, Miss Frances Orgain, Mrs. Mary Louise Wesselman.

Endorsements

Many alumni have made statements concerning their personal feelings towards Indiana University and the current Birthday Fund. Examples of endorsements follow:

Terrill D. Albright—"Through the generosity of others, I was able to obtain an excellent education from Indiana University at a very low cost which would have been very difficult if not impossible to obtain otherwise."

William J. Allman, D.D.S.—"This is my opportunity to help keep Indiana University the great institution it is, and to pay back in a small way with time and effort what the University has given me!"

R. Robert Brafford—"I feel that any contribution of time which I can make to help the financing of the excellent projects in progress, especially the all-events facility, will be one way of serving my alma mater and my community."

Mrs. Louis D. Eberly—"The campaign is important because of the need of funds for additional equipment to expand and continue to improve nursing education. With the present plan and efforts being made at the I.U. School of Nursing, as I understand them, Nursing Education in all Indiana will be improved and more standardized. This would benefit all schools of nursing and the nursing profession."

Wayne H. Ethridge—"Seldom does an individual from Indiana University have as great an opportunity to serve his University as in this important endeavor."

Frank W. Fortuna, M.D.—"It's in the spirit of the 'ole college try'—so let's see what we can do."

David C. Grebe—"The past 150 years of Indiana University have benefited many students and this is one small way I can assist in continuing the greatness of I.U. for the future."

James R. Hetherington—"In these times of rising cost it's vital that we give all the aid possible to our alma mater. If we don't I believe we're very soon going to see the quality of instruction diluted and more and more young people priced out of a college education."

Judge Rufus C. Kuykendall—"The history of Indiana University is so intertwined with the history of the state itself that all of the citizens of this state should be in full support of this program."

Lee M. LeMay—"My children are planning to attend Indiana University and the results of this campaign will enable Indiana University to become one of the best schools in the nation and as a result will equip them with needed tools which will serve them throughout their adult life."



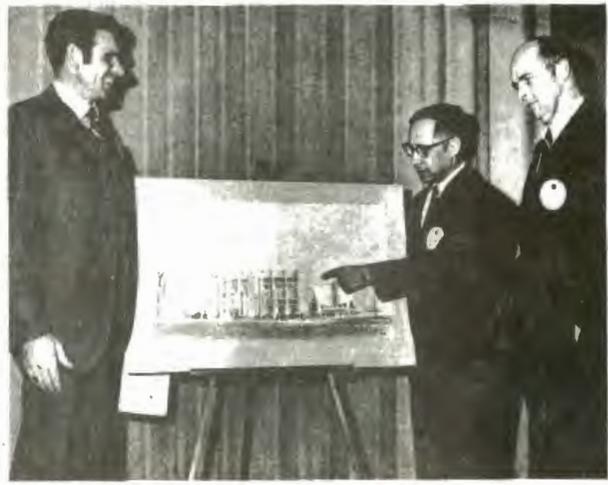
District IV leaders are (left) Leland E. Tanner, Chairman; Donald R. Willsey, Vice Chairman; Wayne H. Ethridge, Vice Chairman; Dr. William J. Allman, Vice Chairman.



District II leaders (left) William D. Wells, Chairman and Paul Lennon, Vice Chairman, are discussing the Glenn A. Black Laboratory of the Hoosier Heritage Hall.



Indianapolis Law Division leaders are (left) Harry A. Wilson, Jr.; Robert W. Wade; Raymond Good; G. Kent Fransden, Assistant Dean, Law School, Chairman for Lawyers.



District I leaders (left) James E. Pauloski, Vice Chairman; Robert J. Boeglin, Chairman and William L. Phillips, Vice Chairman view the artist's rendering of new Assembly Hall.

Paul Lennon—"These efforts are sure to instill a sense of "belonging" to I.U. in all those participating. It's a pleasure to be involved in a capacity other than just a fan."

Thomas M. Lofton—"This campaign constitutes an ideal means to repay some of the obligation which I—and other alumni—have to a superlative educational institution."

Frank C. McAlister—"This is an opportunity for I.U. graduates and friends to contribute to an institution that has done so much for them and the State of Indiana."

Franklin Miroff—"The strength of the University is the most important factor in the strength of the State and anything which can make Indiana University a greater University directly aids the State of Indiana."

Judge John J. Rochford—"While I cannot say that any fund-raising campaign is more appealing to me any more than anyone else, this particular campaign does afford me and all alumni of I.U. an opportunity to express appreciation to I.U. for its educational excellence in a tangible way, both in service to the University as well as financial support."

Leland E. Tanner—"To promote and magnify the greatness of Indiana University."

Jerry G. Udell—"As one who feels a great debt of gratitude to Indiana University, it is an honor to be a small part of the university's efforts to maintain its world, national, and state-wide leadership through the Foundation's 150th Birthday Fund."

Mrs. Clarence E. Morgan—"I am involved in this fund drive because I am aware of the need for private and public support to universities what with the rise in educational costs and the accompanying decrease in the percentage of tax support to state universities. I am interested in helping the Indiana University School of Nursing to maintain its quality of instruction."

Mrs. John R. Nyland—"This is a great opportunity for I.U. nurses to support their school. We have been too slow too long in our support, either monetary or verbal. Now we can do both."



Physician members of the \$1 Million Cabinet are pictured with National Chairman Byron K. Elliott (left): Dennis S. Megenhardt, Grover C. Boling, Jr., James H. Gosman, and Gail E. Eldridge. Absent were William M. Kendrick and Donald E. Stephens.

Support Comes From Every Quarter

Maj. Gen. Joseph O. Butcher
Director, 150th Birthday Fund

One of the most gratifying experiences I have had as director of the 150th Birthday Fund campaign has been in witnessing the dedicated loyalty and enthusiasm of the alumni and friends of our Alma Mater.

Our request for volunteer assistance has resulted in more than 2,500 individual enlistments in over thirty campaign areas. So far these volunteers have convinced 5,400 donors (in addition to the more than 17,000 who support the Annual Giving Campaign) to contribute more than \$20 million to help sustain the "margin of excellence" at Indiana University. Indications are that we will reach and even exceed our original goals.

Each and every gift is important and will be properly acknowledged. However, there are several identifiable groups whose campaign support merits your attention. For example, the IU Foundation Board of Directors and the IU Board of Trustees, as a group, have contributed in excess of \$1,200,000. The Bloomington Faculty and Staff Campaign has reached \$570,000 and is still in progress. Campaigns to reach faculty and staff members at each of the regional campuses are in progress or are planned for early fall. The Mass Alumni drive in the state of Indiana has passed the \$1,100,000 mark, with the largest area (Marion County) just beginning solicitation efforts.

I could cite other important and encouraging examples which make me confident that total success will be achieved during the Sesquicentennial year. By each of us making that little extra effort which is needed to accelerate our total momentum, we will achieve the kind of successful result that is synonymous with other Indiana University endeavors!



ABOVE Birthday Fund leaders at a campaign meeting in New York City (from left), President Joseph L. Sutton, Edward A. Schrader, Howard R. Hawkins, Frederick H. Cook, Neal Gilliat, Byron K. Elliott, Vern Boxell, and Joseph M. Cohen.

BELOW Marion County Chairman John D. Peterson (second from left) at Volunteers' Instruction Meeting in Indianapolis with Area Chairmen (from Left), T. Rudy McCullough, William D. Wells, and Robert J. Boeglin. Not pictured: Leland E. Tanner.



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MILLION**

Indiana University

THE Margin of Excellence

Fall 1970

Anonymous Gift Boosts Arts Pavilion

An anonymous gift of \$1.2 million to the Fine Arts Pavilion project of Indiana University's 150th Birthday Fund has brought the total pledged to date to \$22,198,000.

Maj. Gen. Joseph O. Butcher, Fund campaign director, called the donation "an overwhelming boost to the campaign as it begins its final stage."

Expressing his gratitude to the benefactors for the substantial impetus they have given to the Pavilion project, Chancellor Herman B Wells added, "Their magnificent gift should prove an inspiration to art lovers and, indeed, to all who look to the University for cultural leadership in the state. We hear much these days about poverty of soul in our educational institutions. So long as man's creative expression is treasured and affirmed by a university's supporters and by institutional policy, that university will remain rich in spirit."

The proposed Fine Arts Pavilion, still in the planning stage, will expand the Fine Arts Museum, which has become inadequate to handle IU's growing art collection, now valued at \$3.5 million, and open new possibilities in the Fine Arts curriculum.

The anonymous gift is one of several recent gifts to IU through the Birthday Fund. A few of these that are included in the total figure that you may not have heard about are:

Mr. and Mrs. Charles B. Waldron, LLB'10, Bloomington, a three-story building on West Kirkwood in Bloomington, in memory of Mr. Waldron's mother and grandfather.

Design and Manufacturing Corp., Connersville, Ind., for Health Care Research and Education, \$200,000.

From the estate of the late Eugene B. Crowe, Bedford, Ind., \$10,000 for scholarship and \$5,000 for medical research. This is in addition to \$50,000 previously given for the Musical Arts Center.

Dr. Joseph E. Muhler, BS '47, DDS '48, Ph.D. '52, Indianapolis, \$20,000. Among other important projects, Dr. Muhler led the research that developed Crest toothpaste.

Mr. and Mrs. Lloyd Hurst, East Chicago, honoring George E. Schlafer, retired IU educator, a \$10,000 scholarship fund.

Dean Fernandus Payne, Bloomington, and the late Mrs. Payne, \$100,000 scholarship fund for students in zoology and other life sciences. Dr. Payne is Dean Emeritus of the Graduate School and Professor Emeritus of Zoology.

Carillon tower and bells from the Metz Foundation, Chicago, at a cost of \$209,000, in memory of Arthur R. Metz, distinguished IU alumnus whose Foundation has contributed scholarship funds since 1954. During his lifetime, Dr. Metz also donated a number of special instruments to the School of Music.

An anonymous retired faculty couple, \$65,000 for the Musical Arts Center.

Mrs. Elizabeth Foster Blumberg, Terre Haute, \$10,000 for the Mezzanine Refreshment Bar in the Musical Arts Center.

The Musical Arts Center has also received a total of \$7,450 for seating. The following Assembly Hall projects have received contributions as memorials to honor a name:

- Head track coach's office, \$10,000.
- Athletic director's office, \$10,000.
- Athletic director's conference room, \$12,000.
- Reception area, \$10,000.
- Doctor's office, \$11,500.
- Dining room, \$50,000.
- Head swimming coach's office, \$10,000.



A clutter of valuable art objects surrounds Thomas Solley, assistant director of the Fine Arts Museum, in the overcrowded storage space. Construction of the proposed Fine Arts Pavilion will provide adequate display space for the collection.

You Are On A Special List

This Fall newsletter to the 2,500 150th Birthday Fund volunteers throughout the country is also being sent to the 80,000 graduate alumni of Indiana University. Of special interest to the alumni are the articles giving background information on the Fund campaign projects and on methods of giving.

Fund Drive Nearing Goal . . .

A paradoxical situation has developed in the 150th Birthday Fund.

The goal of \$25 million is in sight. But deficits in certain of the specific project goals require even greater attention from alumni and friends as the campaign moves toward conclusion.

Maj. Gen. Joseph O. Butcher, Fund director, in a message to alumni in the 1970 Roll of Honor, wrote, "Our concern is that each of our eight campaign projects meets its individual goal. We have an excellent start in that direction . . ."

Gen. Butcher stressed that the projects cannot be financed out of State appropriations, operational fees and Federal funds. Rather, they lie in that area of University development which must have private support if the institution is to achieve greatness.

Most in need of continued consideration for gifts in this campaign are the Musical Arts Center, Hoosier Heritage Hall, Assembly Hall and the Fine Arts Pavilion, all construction projects.

Especially helpful at this stage of the campaign too, are undesigned gifts. The IU Foundation, of which the 150th Birthday Drive is a part, has stated:

"There is no contribution more effective or useful than the gift which is unrestricted as to its use. Such funds, large or small—during a lifetime or as a bequest—help to satisfy urgent needs as determined by the Foundation Board of Directors with the counsel of the University's Scholarship Committee and the University Committee on Special Needs."

For the information of alumni, here is a status report on each of the Sesquicentennial projects:

MUSICAL ARTS CENTER

Construction is moving ahead rapidly, while gifts, though substantial, are trailing the level needed to make the Musical Arts Center among the finest in the world. As the end of the Birthday year approaches, the Center must receive \$2.5 million more in subscriptions from alumni and friends in order to fulfill its potential.

The versatile Center, designed to handle all types of musical performances, will have a seating capacity of 1,500 and will employ the most modern electronic equipment for the more than 600 performances presented annually by the School of Music. It will be a permanent replacement for the temporary performance center in East Hall which was destroyed by fire in 1968, and will be a facility fitting IU's unexcelled reputation in music.

Minimum needed for construction: \$5,100,000
Pledged to date: 2,737,000



The Musical Arts Center is quickly taking shape as the most advanced opera training center in the United States. The campaign for the Center is about half way toward its \$5,100,000 goal.

HOOSIER HERITAGE HALL

To put together the University's scattered evidence of man's history, to make it a meaningful and useful resource for understanding his development is the purpose of Hoosier Heritage Hall.

The Glenn A. Black Laboratory is the first element of the complex and is now being completed. Eventually the Hall will also provide space and facilities for the University's folklorists, anthropologists, and historical museum curators. The museum and exhibition spaces will be open for study to all University departments, to other institutions and to the people of Indiana.

Minimum needed for construction: \$1,300,000
Pledged to date: 433,000

UNIVERSITY ASSEMBLY HALL

Versatility is the word that will best describe Assembly Hall when it is completed. The building is already under construction as a basketball arena and as an expanded facility for the School of Health, Physical Education and Recreation. Through donations to the Birthday Fund, additional equipment will enable the structure to be highly usable as an auditorium for 20,000, a theatre for 8,000, as a place for conventions and for all University events.

Minimum needed for Assembly Hall equipment: \$500,000
Pledged to date: 255,000

FINE ARTS PAVILION

The proposed Fine Arts Pavilion will provide suitable display for the
(Continued on Page 4)

Choose Your Giving Plan

Your gift to Indiana University can be made in various forms to suit your personal circumstances.

One popular form of giving involves the donation of cash and/or property with the donor retaining an income interest for his life or the life of another named beneficiary. The donor may select a program that pays a fixed percentage return or he may choose to participate in a Pooled Income Fund and receive a pro rata portion of the Fund's total

income.

You and your tax adviser may wish to consider this method and other giving plans that could permit you to increase your contribution to Indiana University by utilizing maximum tax benefits. We will be happy to send you an informational booklet about the relation of taxes to planned giving. Please indicate your interest on the card at right and return to the 150th Birthday Fund office.

... But Some Projects Need Help

(Continued from Page 2)

University's art collections, now valued at more than \$3 million and still growing; better accommodate the 70,000 annual visitors to the now inadequate Art Museum and eventually expand the Fine Arts Department's curriculum to include museum techniques and curatorship.

Minimum needed for Fine

Arts Pavilion:	\$2,500,000
Pledged to date	1,300,000

LIBRARY ACQUISITIONS

To meet increasing demands upon it, the University Library will use the money raised for it through the Birthday Fund for a program of "retrospective book buying," thus fulfilling the potential of the new Library building that opened in 1969.

By increasing the number of volumes the University will continue to attract top graduate students and faculty and to improve the needed academic support to the undergraduate curricula.

Minimum needed

for books:	\$2,000,000
Pledged to date:	1,661,000

PROFESSORSHIPS AND SCHOLARSHIPS

This is always an appealing category for giving to the University and certainly it is one in which there will never be a final stone to be put in place, as in a building. The Birthday Fund will channel the money given for scholarships through the student assistance programs to put higher education within the financial reach of every student who wishes to attend I.U. There is a continuing need, too, for endowed professorships to attract and retain an eminent faculty.

The \$4.1 million goal for this project in the Birthday Fund has been met and even slightly exceeded.

CENTER FOR ADVANCED RESEARCH

This multi-purpose research center will be organized in partnership with business and industry in the Indianapolis area, with Indiana and Purdue Universities providing the academic participation. This combined medical and engineering effort will hasten development of graduate education and scientific research at the Indianapolis campus.

Business and civic leaders in Marion County, in a "campaign within a campaign," are seeking financial support from business, industry and individuals in metropolitan Indianapolis to build, equip, staff and operate the Center for the first five years. Thereafter, it is expected that operating revenues from grants, research con-

A Message From President Sutton

In my second year as president of Indiana University, nothing has given me greater confidence in our University's future than the loyalty that is being expressed by friends and alumni in their support of our 150th Birthday Fund.

So often birthday celebrations are in recognition of the past. But our 150th birthday celebration, while it most certainly is a fitting tribute to a glorious past, is even more an expression of confidence in the future. Gifts to this Birthday Fund are, in fact, investments in that future.

For reasons that would be difficult for me to explain in this short message, I feel that the tremendous alumni loyalty already so evident in this 150th year has had a very positive effect on our student body. These young men and women now have tangible evidence that love and loyalty toward one's Alma Mater is more than a figure of speech. With all the troubles that have plagued campuses throughout the country, I.U. students can't help but be influenced by the examples set by their predecessors.

The I.U. Foundation, with our birthday year half completed, has reported gifts to the Fund totaling over \$22 million. There is no doubt in my mind that our dollar goal will be met. My concern, and the concern of Chancellor Wells, is that we meet our *project* goals. As in most campaigns of this magnitude, we have received many wonderful gifts for programs



PRESIDENT JOSEPH L. SUTTON

and projects not included in Birthday Fund objectives. Because of this, our sights must be raised and our efforts increased on behalf of specific projects which need more support.

In retrospect, I feel that pride is almost as important as love and loyalty insofar as the Birthday Fund is concerned. Each of us has reason to be proud of Indiana University. And I, for one, pledge to do everything I can to give our students and our alumni even more reason to be proud of I.U. as we move beyond our Sesquicentennial year.

Sincerely,
Joseph L. Sutton
President

tracts, royalty incomes and university interaction funds will support the Center.

Minimum needed
for Center: \$6,000,000

REGIONAL CAMPUSES

Rapid development and anticipated growth of the regional campus system has generated capital improvement needs which can only be met through private contributions. Enrollment at the five regional campuses is expected to reach 50,000 by 1975. To meet the needs of these students, community leaders in Fort Wayne, South Bend, Gary, Kokomo and Jeffersonville-New Albany will conduct individual community-wide campaigns for special projects on their respective campuses.

Minimum needed for
regional campuses: \$3,500,000

Sesquicentennial Fund Drive



Campaign News Notes

INDIANAPOLIS REPORTS

The volunteers in Indianapolis-Marion County, where there is the largest concentration of IU alumni, announced a total of \$707,965 toward the Million-Dollar Cabinet goal at their third report meeting in September. Receiving the report from Major Gifts Chairman James Kittle and Mass Alumni Chairman John Peterson was National Chairman Byron K. Elliott.

BLOOMINGTON GETS STARTED

The 150th Birthday Fund campaign is off to a good start in Bloomington with a seven-man executive committee soliciting business and industry. Members of the committee are Dr. James H. Booze, Ralph L. Johnson, Stuart McClure, Ralph Nelson, James L. Schmalz, Scott C. Schurz and Sarkes Tarzian.

With only one-fourth of the contacts made, \$289,114.50 has already been pledged and the committee is confident of meeting its goal.

Of the \$25 million to be raised for the eight projects, over \$16 million will go for Bloomington campus projects.

ACCOUNTING CHAIR WINS SUPPORT

An endowed professorship in accounting, honoring former Dean A. L. Prickett, is being established in the IU School of Business within the Professorships and Scholarships goal of the 150th Birthday Fund.

A group of Dean Prickett's former students is working on this project with E. W. (Ed) Kelley, member of the I.U. Foundation Board of Directors and president of Consolidated Cigar Corp., as coordinator.

Eight large public accounting firms are leading the way with three-year pledges to establish the endowment. Many of the key members of these firms received their accounting education at I.U.

The first of these pledges, for \$45,000, has been received from Peat, Marwick, Mitchell and Co., of which David W. Thompson, former IU professor of accounting, is a partner. This pledge is a joint one combining the pledges of the firm and its members who are IU graduates.

One of the early accounting authors, Prof. Prickett devoted his professional life to preparing young men and women for positions of responsibility in business organizations and accounting firms.



The measure of success of the Indianapolis-Marion County campaign is reflected in the broad smile of National Chairman Byron K. Elliott, left, at the September report meeting in Indianapolis. Pinning on Elliott's volunteer badge is James L. Kittle, chairman of the Indianapolis Major Gifts Division.

GETTING THE JOB DONE

All around the USA, volunteers are getting the job done in making contacts for the Birthday Fund. A few of the vice chairmen who have completed their work for a total of 150 contacts are:

James W. Cozad, Eugene Fletchall, A. Michael Cusick, Robert C. Peabworth, James E. Cathcart and Wilbur Legg, Chicago; Paul Mayfield, Charles F. Benzel and Robert M. Cavanaugh, Wilmington, Del.; David A. Rothrock and Dr. Edward G. Boehne, Philadelphia; John H. Klopp, Dr. Roger C. Isenhour and Herbert W. Weisheit, San Diego; Robert A. Bolyard and John P. Shafer, Clearwater, Fla.; Frank H. Sibley, Bradenton, Fla.; Dr. Robert B. Smallwood, St. Petersburg,

Fla.; Russell I. Bradley, Pittsburgh; Harold A. Derr, Cincinnati; Lewis Edwards, Cleveland; Thomas Erickson, Milwaukee; Dr. Dixon L. Hughes and Dr. Ben. J. Siebenthal, Sacramento; John Lundstrom, Kansas City; Miss Doris Seward, Lexington, Ky., and Robert A. Dobbins, Lt. and Mrs. Edwin Harper, Jack Cooper and Mr. and Mrs. William Briggs, all of San Francisco.

NORTHWEST INDIANA WORK ALMOST COMPLETE

Indiana's Area III, which includes 10 cities in northwestern Indiana, has completed its Birthday Shares program for mass alumni. The Special Gifts division is complete except for Munster. The total pledged in the area as of Sept. 1 was \$156,570.26.

INDIANA UNIVERSITY

OWEN HALL

BLOOMINGTON, INDIANA 47401

OFFICE OF THE UNIVERSITY CHANCELLOR

TEL. NO. 812-537-6647



October, 1970

Dear Friends:

During this landmark year in our University's history, we have made a concerted effort to "bring the family together," so to speak. Letters have gone out, inviting and urging participation. Meetings have been held from New York to San Francisco. And on our several University campuses, a continuous series of special events has signalled the celebration of Indiana University's 150th birthday.

Many of you have responded--by visiting an I. U. campus, by attending meetings and by remembering with a gift to the 150th Birthday Fund. We appreciate these tributes of affection, of interest and of loyalty. We know that many, many others of you wish to have a share in this recognition of our Alma Mater, an opportunity that you would not want to let pass.

Yet time is growing short. The anniversary year will come to an end in a little more than two and a half months. We ask those of you who have deferred your response to take a few moments now, as you read this, to think about your Alma Mater and what it would mean for her to have a show of support by the entire University family in this special year.

The "we" of this letter includes all who have dedicated themselves to our extraordinary effort during the Sesquicentennial observance in gratitude to our Alma Mater and in recognition of our obligation to pass the torch of "Lux et Veritas" to future generations, glowing even brighter than when it was handed to us.

Many have helped us in our endeavor: \$22 million toward a goal of \$25 million. We are grateful to them. Now we need the help of everyone who has postponed making a decision about the amount to be given.

I look forward to hearing from each of them and learning that all of the members of the University family do care.

Sincerely yours,

Herman B Wells

Herman B Wells
University Chancellor

HBW:dc

Those who have not given may use this pledge card to send a gift to:

150th Birthday Fund for IU
Indiana Memorial Union
Bloomington, Ind. 47401

If you wish additional information on tax deductions or giving plans, check here:

List husband and wife if you wish both names to appear in the Honor Roll.

NAME _____
(last) (first) (middle) (degree) (year)
NAME _____
(last) (first) (middle) (degree) (year)
ADDRESS _____
(Street)

(city) (state) (zip)
In consideration of the gifts of others, I/we subscribe the sum of \$ _____ in dollars
(or give the following securities: _____) to the

150th BIRTHDAY FUND FOR INDIANA UNIVERSITY

To be paid over a 36-month period (4 tax years)
Paid herewith \$ _____ the balance will be paid: Monthly Quarterly Semi-annually
Annually or other _____

Starting Date _____
Signature _____ Date _____
Subscription \$ _____ Paid \$ _____ Balance \$ _____

Contributions are deductible for Federal and State income tax purposes as provided by law. Please make checks payable to Indiana University Foundation. Indiana taxpayers wishing to claim Indiana tax credit should make contributions payable to the order of Indiana University but send check or remittance to Indiana University Foundation.

The Glenn A. Black Museum of Archaeology is the first element of Hoosier Heritage Hall, which will be a teaching and research center as well as a museum of history. A total of \$1,300,000 is needed in gifts to complete the complex.



*"Take a few moments . . .
to think of your Alma Mater"*

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**\$25
MILLION**

Indiana University

Winter 1970

THE Margin of Excellence

Drive Is On To Finish The Job As 150th Announces \$24.2 Million

Optimism is running high in the Indiana University 150th Birthday Fund, with the announcement in November that \$24.2 million has been pledged.

Gen. Joseph O. Butcher, Fund director, said a final push from the 2,500 volunteers will assure the hard-sought \$25 million goal by the end of the Sesquicentennial Year on Jan. 20.

"Our hopes are so high at this point," Gen. Butcher said, "that we are planning a Recognition Dinner for Jan. 23 in Alumni Hall to honor our loyal and hard-working volunteers." Invitations will be mailed soon.

Gifts inspired by IU's Sesquicentennial have increased in recent weeks with major contributions to Library Acquisitions, Professorships and Scholarships, the Musical Arts Center and the Fine Arts Pavilion reported.

Some examples of these follow:

Mrs. Bernardo C. Mendel, in the name of her late husband, donated a collection of rare books to the Lilly Library. The value of the collection makes it one of the largest contributions to the Fund.

The gift was announced at a dinner in Mrs. Mendel's honor sponsored by the Library and the Sesquicentennial Committee. The dinner was followed by the opening of an exhibition in the Lilly Library of selected items from the collection.

Dr. Mendel, a businessman in Bogota, Colombia, served as the Lilly Library's consultant on its Latin American Collection for four years before his death in 1967. He was the owner of Lathrop C. Harper Inc., one of the oldest antiquarian book firms in the United States. It was the stock of this firm which accounted for the major portion of the Mendel gift.

The Walter W. Foscett Professorship in Estates and Trusts in the School of Law is the gift of Florida Attorney Walter Foscett, a 1908



Mrs. Bernardo C. Mendel, left, was the honored guest of the Lilly Library of Rare Books and the IU Sesquicentennial Committee when she made her gift to the library. Joining her at the opening of an exhibition of selected items from the Mendel rare book collection are W. R. Cagle, assistant Lilly librarian, center, and Chancellor Herman B Wells.

alumnus.

Foscett was honored by IU at a luncheon during which the University presented a plaque to the donor in appreciation of his gift and in honor of his achievements.

The 150th Birthday Fund of the IU Foundation announced receipt of a \$250,000 gift from Cummins Engine Foundation of Columbus, Ind. The gift is designated for the Musical Arts Center now under construction on Bloomington campus.

Cummins Engine Foundation is a philanthropic organization maintained by donations from Cummins Engine Company, also of Columbus. Richard B. Stoner, president of the Cummins Foundation, said the Company has a long-standing association with Indiana University because of the high percentage of the sons and daughters of employes who attend or have attended IU and many of the

Company's managers were educated there.

The Cummins Foundation limits its support of public educational institutions to worthwhile projects for which public tax funds are not available.

International Business Machines Corporation presented the 150th Birthday Fund a contribution of \$35,000. Making the presentation for IBM were C. E. Kronick, manager of the Indianapolis Branch of the company, and Robert Eldridge, Marketing Representative. Kronick said the pledge is in recognition of Indiana University's contributions to higher education. In accepting the gift, Acting President David Derge said, "IBM is demonstrating through this contribution that it is fully aware of the interdependence of the business, industrial and educational communities. We are indeed grateful".

Four Target Teams Aiming At Goals



BAIN



HARTLEY



RISTINE



BUCHER

Four "target teams" have been organized within the 150th Birthday Fund campaign to concentrate on completing four of the projects.

Each team is composed of a senior faculty member, a University official, a volunteer and a 150th Fund staff member. They were chosen because of their personal interest and knowledge of the project. Their targets and the amounts needed to complete the projects are:

- Musical Arts Center—\$2,350,949
- Fine Arts Pavilion—\$1,200,000
- Hoosier Heritage Hall—\$1,055,847
- Assembly Hall equipment—\$208,664



HURT



ASHTON



MENKE



STEBBINS



ARMSTRONG



ORWIG

Musical Arts Center

The Musical Arts Center, the largest of the 150th Birthday Fund projects on the Bloomington campus, is under construction at a cost of \$10 million. Half this cost is funded by Federal grants, leaving \$5,100,000 to be raised through the Birthday Fund.

To date, \$2,851,941 has been raised for the Center, which will be the most complete musical performance training facility in the nation.

Concentrating on the Musical Arts Center goal are Wilfred C. Bain, dean of the IU School of Music; Joseph Hartley, vice president and dean of academic affairs; Mrs. Richard Ristine, Indianapolis, volunteer, and Clum Bucher, staff member.

They are working together to contact prospects with an interest in musical arts and are being assisted by the Indiana Friends of Music.

Hoosier Heritage Hall

Hoosier Heritage Hall, the proposed historical museum complex, is at this point \$1,055,847 short of the objective.

The target team working to complete the project is composed of Wesley Hurt, director of the IU Museum, senior faculty member; University Professor John Ashton, University official; IU Trustee Robert Menke, volunteer, and Robert Stebbins, staff member.

The many potential donors interested in the preservation of history will be hearing from this team.

The first element of the museum complex, the Glenn A. Black Laboratory of Archaeology, is nearly finished.

Assembly Hall

The drive to finance equipment to make Assembly Hall athletic arena convertible into a large theater or even larger convention center is lacking only \$208,664 at this point in the Birthday campaign.

The team to bring in this victory is composed of William Orwig, IU athletic director, senior faculty member; William S. Armstrong, president of the IU Foundation, representing the University administration, and Robert Stebbins, staff member. Stebbins is doing double duty also on the Hoosier Heritage Hall team.



SOLLEY



CARTER



ADAMS



HOPE



CLAPHAM

Fine Arts Pavilion

Raising an additional \$1.2 million for the Fine Arts Pavilion, to be constructed on Bloomington campus, will be the target of the newly organized Pavilion team.

Members of this team are Thomas Solley, assistant director of the IU Fine Arts Museum, senior faculty member; Byrum E. Carter, chancellor

of the Bloomington campus, University official; James S. Adams, a member of the board of the IU Foundation and a partner in Lazard Freres and Company, New York, and Prof. Henry R. Hope, director of the Fine Arts Museum, volunteers, and W. Edwin Clapham, staff member.

When the \$2.5 million goal has been attained, the University will

proceed with construction plans for the Pavilion on land already designated for the purpose.

The Pavilion will provide adequate and appropriate exhibition and storage space for IU's sizeable art collection, teaching and conservation facilities and galleries for traveling exhibitions,

1970 Offers Unique Year-End Possibility

Year-end planning is always important to advancing philanthropic causes. This December is more important than ever because 1970 opportunities are unique.

Other things being equal, tax brackets will be higher this year than next. The higher the tax bracket, the greater the savings on deductible gifts. Consider some of these items which, because of the changes in the tax law, make 1970 a strategic year:

- ... The 1970 surcharge on regular taxes for individuals and corporations now at the rate of 2-1/2 per cent is not scheduled for 1971. Thus, tax brackets will be higher in 1970 than next year.
- ... The \$600 personal exemption for individuals and their dependents has been increased to \$625 for 1970. (It will increase to \$650 in 1971, \$700 in 1972 and \$750 in 1973 and beyond.) Here again, the higher the personal exemption, the lower the taxable income and, hence, the lower the top tax bracket next year.
- ... A new MAXIMUM TAX CEILING has been set for 1971. Currently the maximum tax bracket for earned income is a rate of 70 per cent. The new law sets a ceiling of 60 per cent on earned income in 1971 and 50 per cent in 1972, and thereafter. (Rates of 70 per cent will remain as a ceiling on top investment income.) Corporate executives, professionals and others whose services generate high earned incomes will have a much higher tax bracket in 1970 than in the future.
- ... The new tax rate scheduled for single persons and heads of households will put them in a much reduced tax bracket in 1971 and beyond.

In addition, certain limitations, restrictions, regulations, taxes and penalties have been established for foundations. Because of these added administrative burdens, the IRS reports that numerous private foundations are expected to liquidate themselves in 1970, transferring assets to institutions which carry out their philanthropic aims and purposes.

A CHALLENGE FROM CHAIRMAN BYRON ELLIOTT

Our band of dedicated alumni are on the threshold of a great attainment for Indiana University. With \$24.2 million already pledged to the 150th Birthday Fund, it is evident now that when we set our goal two years ago at \$25 million, we were realistic in our daring.

Throughout the campaign, which has taken me all over the country and given me the opportunity to know hundreds of fellow alumni engaged in a common cause, I have found a deep devotion, a keen awareness of the importance of this mission and a willingness to work diligently in its support. It has been through the energetic participation of our volunteers that this meaningful venture stands where it does today.

But the journey we have taken together is not quite complete. It would be only human for us at this point to rest on our laurels with the job almost, but not quite, done. We might be tempted to say, "It will finish itself."

But we know it will not, for we know what effort it has taken to bring us this far.

History did us a favor when it decreed the founding of Indiana University in the month of January. This places the close of our Sesquicentennial celebration and the wind-up of our campaign at the end of the year when potential donors are considering tax advantages. The year is a favorable one in that regard, too, as outlined above. We must make full use of these possibilities throughout

the remainder of the drive.

We must keep in mind also the projects that are still short of their individual goals—the Musical Arts Center, the Fine Arts Pavilion and Hoosier Heritage Hall—and make an extra effort in their behalf. I am sure it is these three projects at Indiana University that Thomas Carlyle had in mind when he wrote: "Wouldst thou plant for Eternity, then plant into the deep infinite faculties of man."

This final stage of the 150th Birthday Campaign is perhaps its most crucial. What we do during the next month will determine whether the effort was merely a job well done or a triumphant achievement for Indiana University.

CAMPAIGN NEWS NOTES

RESEARCH CENTER DRIVE ON

The campaign to raise \$6 million for the Indianapolis Center for Advanced Research began in November with Bernard Schotters, president of Indianapolis Power and Light, as chairman.

The joint Indiana University-Purdue University project will bring to Greater Indianapolis the facilities for graduate education, post-doctoral guidance and research opportunities for scientists and engineers associated with Indianapolis business and industry. The campaign is confined to the Indianapolis area.

Working with Schotters as vice chairmen are Harold W. Handley, chairman of the board of Handley and Miller, Inc.; Matthew E. Welsh, a partner in Bingham, Summers, Welsh and Spilman, and August F. Hook, president of Hook Drug Co.

Division chairmen are Joseph J. Tuohy, president of American Fletcher National Bank; and treasurer is Joseph R. Ewers, president of Federal Home Loan Bank of Indianapolis. J. Fred Risk, president of Indiana National Bank, is chairman of the sponsoring committee.

Interested individual and corporate friends in Indianapolis are being asked to provide the funds to establish the Center and ensure operating funds for the formative years.

* * * * *

NEWS GOOD FROM PHOENIX

Reports from Phoenix indicate the 150th campaign generated a lot of interest among the 500 alumni in Arizona. Co-chairmen now closing out the fast-paced drive are James E. Patrick, vice chairman of the board of the Valley National Bank, former

manager of the Indiana Memorial Union and holder of the Distinguished Alumnus Award and an honorary law degree, and Attorney Robert Bluemle.

* * * * *

"I" MEN MAKE PLEDGE

The "I" Men's Association of Indiana University is joining the 150th Birthday celebration with a pledge of \$32,000 to the Fund to be paid with individual contributions along with dues. Vernon Huffman, Bloomington, chairman of the executive committee, announced the pledge at an "I" Men's Honors Banquet. The event was attended by 300 former IU varsity athletes.

* * * * *

GET BIRTHDAY "ICE CREAM"

The Birthday Fund has received its share of the annual Schwan's Ice Cream Co.'s Christmas gifts to universities in states where the company does business. The Marshall, Minn., company has asked that its check be used for research in heart disease, cancer and multiple sclerosis.

Schwan's is promoting this policy of Christmas gifts to institutions of higher learning in hopes that other companies will do the same.



Two birthday anniversaries were observed when Florida Attorney Walter W. Foskett visited the Bloomington campus for the announcement of his gift of a professorship in estates and trusts to the School of Law. Along with the birthday cake, the IU alumnus received a plaque from the University acknowledging his professional eminence and his gift to the 150th Birthday Fund.

James Cathcart, Chicago Chairman, Dies

James Cathcart, Chicago area chairman of the 150th Birthday Fund, died of a heart attack on Nov. 5. He was 54 years old.

Mr. Cathcart had been working with 15 vice chairmen in the Chicago area.

Gen. Joseph O. Butcher, Fund director, said, "Jim's enthusiastic and loyal support to IU during the years

since his graduation will be deeply missed."

A graduate of the Class of 1938, Mr. Cathcart was director of a popular band while on campus and spent many years as a professional musician. At the time of his death he was vice president and director of the long-range planning department of Pullman-Standard Co. in Chicago.

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BLOOMINGTON, INDIANA 47401



\$25
MILLION

Indiana University

NOV. 1967

THE Margin of Excellence

Miss Sweeney Aids Musical Arts Center With Gift

Miss Elsie I. Sweeney of Columbus, a pianist and long-time patron of the arts in Columbus, Bloomington and Indianapolis, has pledged \$500,000 to the Birthday Fund for use in the new Musical Arts Center.

Miss Sweeney holds a degree in music from Smith College, where she was elected to the Phi Beta Kappa scholastic honorary. She was instrumental in founding the I.U. chapter of the society.

In 1967, I.U. recognized her contributions to the arts by awarding her the honorary doctorate of music. She also holds an honorary degree from Butler University.



A half-million dollar gift for use in the completion of the new Musical Arts Center by Miss Elsie I. Sweeney is acknowledged by Dean Wilfred C. Bain of the School of Music, Ross Robertson, president of the Friends of Music, and Chancellor Herman B. Wells, on a foggy Saturday near the site of the new Center.



Dr. Elvis J. Stahr, left, and Chancellor Herman B. Wells, beam over a plaque and citation presented to Dr. Wells at the Sesquicentennial Presidents' Luncheon, Jan. 20. Stahr, now president of the National Audubon Society, received a similar plaque. For coverage of the opening of I.U.'s 150th Birthday Party, see pages 3 and 4.

KELLEY GIFT BOOSTS BUSINESS

E. W. Kelley, B.S., '39, now president of the Consolidated Cigar Corporation of New York City, has presented the University and the Birthday Fund with capital for establishment of a Marketing, Finance and Accounting Fund in his name. The endowment provided will permit establishment of a distinguished professorship in the School of Business, and underscores Kelley's desire "to bring into closer relationship the disciplines of marketing, finance and accounting with both the academic and business worlds."

Announcement of the gift was made Feb. 16 in New York City at a luncheon meeting of the area's Alumni Club. I.U. President Joseph L. Sutton spoke at the meeting, his first in New York as the University's president.

E. W. Kelley, Business School Donor.

Campaign Scoreboard

Pledged to date: \$18,173,375.28

(As of March 18)

TO MEET OUR GOALS

	Pledged	Needed
Musical Arts Center	\$2,698,971	\$2,401,026
Assembly Hall Equipment	95,804	404,196
Library Books	1,326,678	673,322



INDIANAPOLIS CAMPAIGN IN ORGANIZATION STAGES

Organization of the Alumni Division effort to be made in Indianapolis and Marion County is underway now, with an eye to starting actual solicitation within about two months. Judge Paul G. Jasper of Indianapolis is chairman for all of Area 6, which includes Indianapolis and Marion County.

John D. Peterson, Jr., is Marion County chairman, and he will be aided by four district chairmen, who are Robert J. Boeglin, district 1; Richard W. Guthrie, district 2; Tom R. McCullough, district 3; and Leland Tanner, district 4.

CAMPUS CAMPAIGN IN PROCESS

Dr. John W. Ashton, presiding officer of the School of Letters and University Professor of English and Folklore, and Joseph A. Franklin, University vice-president and treasurer, have been heading the campus segment of the Birthday Fund drive. President Joseph L. Sutton announced the appointments in February and the faculty-staff drive on campus has been conducted starting March 2.

"The campus campaign is one of the most important elements of the drive," Sutton said. "Since alumni, friends, corporations and foundations also are being asked to support our efforts, how can we ask them for substantial aid without making an effort to help ourselves here at home?"

Chancellor Herman B Wells called the on-campus drive "crucial to the successful completion of the Birthday Fund effort."

THE PRESIDENT OF A MAJOR UNIVERSITY HAS SAID:

"If you will look in each of our 50 states, you will not find any truly great public university which has been financed entirely by state appropriations. Rather you will find that all public universities that we associate with excellence receive generous public support. There can be no doubt. This is where the margin between a good and a great institution lies. Legislators build basically sound public universities, but great public universities are built by private bequests, gifts and grants."



Judge Paul G. Jasper, Area 6 Chairman.

\$25,000 TO GARY

The John Will Anderson Foundation of Gary presented a check for \$25,000 to University officials at Gary, Jan. 15. The money will be used at the Northwest regional campus for capital development. The presentation was made by Wilfred G. Wilkins, plant manager for the Anderson Company, makers of windshield wiper blades and motors and other accessories. He is a trustee of the Anderson Foundation. Robert Lucas of Gary, an I.U. trustee and chairman of the Birthday Fund in Northwest Indiana, accepted for I.U.

AT THE FUND OFFICE

An injury to Bob Stebbins, Alumni Division coordinator, has grounded the ex-footballer. He slipped from a ladder at his home, Jan. 24, and injured his back and broke his ankle. He will be in a cast two months or more, he reports, but was back to work just a few days after his accident.

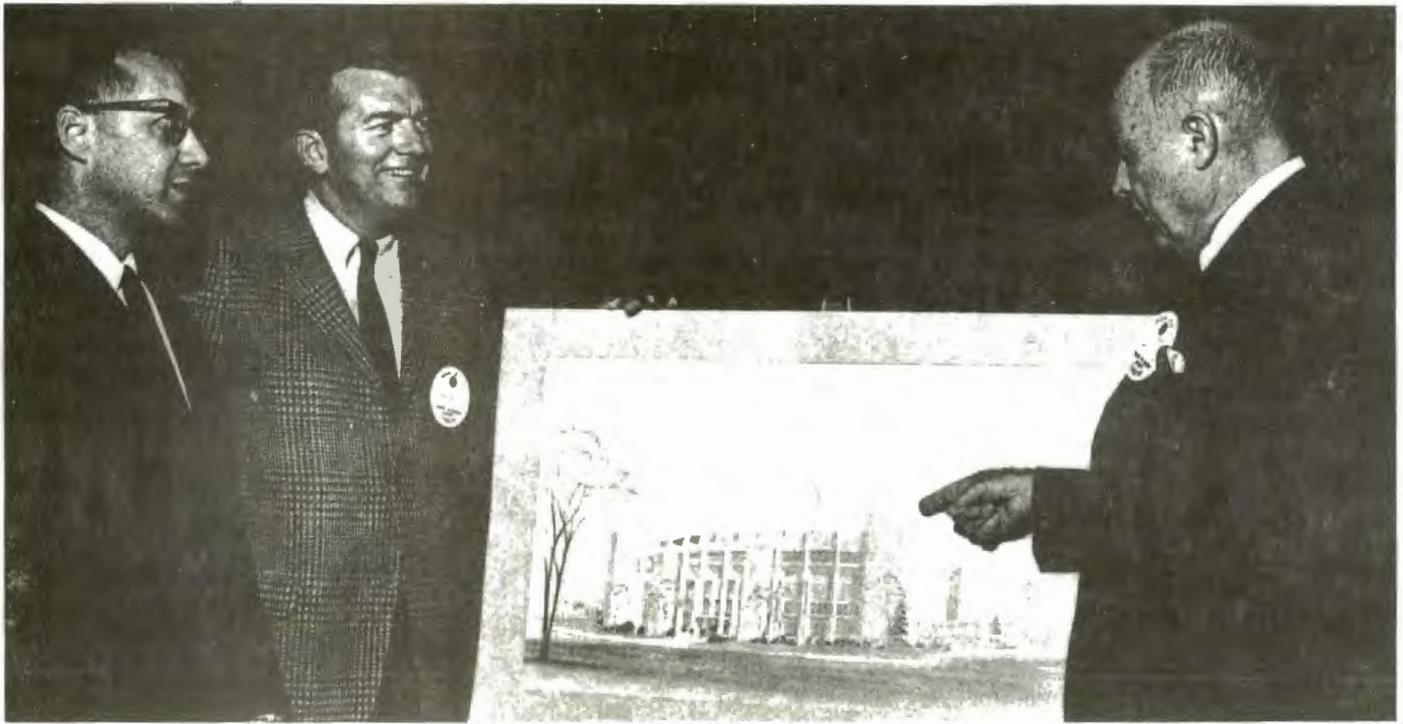
The new Fund representative for Areas 5 and 8 (Kokomo-Lafayette and Terre Haute) is Robert Moynihan, a recent I.U. graduate and member of the 1968 Rose Bowl football team, who was added to the Fund staff late in January.

Special "Well-Done" Kudos to—
Robert Austin of Madison County and Don Harris, Fayette County, for over 50 per cent return on pledge cards.

Dr. Gene F. Hedrick of Salem, for 61.2 per cent pledge card return in Washington County, with 22.5 per cent of alumni there participating.



I.U. Trustee Robert Lucas of Gary, left, accepts a \$25,000 grant to the Birthday Fund from Wilfred G. Wilkins, representing the John Will Anderson Foundation of Gary, at a luncheon meeting there. The money has been earmarked for use at I.U. Northwest.



Organization of the Alumni Division effort in Indianapolis is underway, and J. Howard Alltop, right, national alumni chairman, has words of instruction for Robert J. Boegliu, left, Indianapolis District 1 Chairman, and John Peterson, Marion County chairman. The sketch is of the new Assembly Hall.

Ceremonies Open Sesquicentennial Year

January 20 has arrived and gone, and the official observance of I.U.'s 150th Birthday is well underway. Former I.U. Presidents Herman B Wells and Elvis J. Stahr were honored during the two-day opening ceremonies, as were Gov. Edgar D. Whitcomb and other state officials, along with University trustees, past trustees and the presidents of Indiana's other colleges and universities.

Greetings from President Richard M. Nixon were received at the opening Presidents' Luncheon, and Dr. Stahr, I.U. President from 1962 to 1968 and now president of the National Audubon Society told almost 500 guests, "... let no man say or think that he will do more than Indiana University deserves of him. She deserves your best—be sure to give her that much!"

Chancellor Wells, President from 1937 to 1962 and again in 1968-69, and a vital cog in the current Birthday Fund drive, was honored, and told his listeners at the evening's State Recognition dinner,

"We would all agree that many of our present-day students are better and more widely informed than past generations and that, on the whole, they have a deep and commendable social concern. In any event, we love them—that is, on most days—for without them there would be no university. The future belongs to them and we are confident that they will give a good account of themselves, perhaps leading us to new heights of political and social justice." Chancellor Wells, obviously, holds great hopes for the future, and sees Indiana University as an integral part of that future.

Opening ceremonies included the Presidents' Luncheon, the State Recognition Dinner at which Gov. Whitcomb read a proclamation opening the Sesquicentennial year, and a Higher Education Luncheon, at which the presidents of Indiana's other colleges and universities were honored.

A gala musical revue of Indiana and University history written by Marvin Morrison, Schubert Playwright at I.U. highlighted the first evening's festivities.

While many other activities, meetings, building dedications and the like will be a part of the coming year, almost all Hoosier state residents got a taste of what's going on when "I.U. Sesqui '70" was distributed with Sunday newspapers in February. The city of Bloomington also endorsed the celebration, noting a resolution: **Now, Therefore,** this Common Council, together with the Mayor of the City of Bloomington, do hereby heartily congratulate Indiana University, including all the students, faculty, staff, administrators, alumni, and friends upon the attainment of its 150th

THE WHITE HOUSE
WASHINGTON
January 13, 1970

My warmest congratulations to the faculty, students, alumni and friends of Indiana University as you observe the one hundred and fiftieth anniversary of its founding.

This milestone in the history of your institution and State is an occasion of pride shared by all your fellow Americans. The steady educational progress attained by your fine institution since that distant day when it first received the narrow legislative mandate to open its doors is nothing short of inspiring and admirable.

And throughout the last century and a half, your alumni -- numbering in the hundreds of thousands -- have significantly advanced both the wisdom and well-being of our society.

As I applaud these enduring contributions to our way of life and express my admiration for your determined efforts to extend both the quality and the quantity of higher education, I also hope that in the years ahead you will maintain the excellent reputation you enjoy as one of the nation's leading centers of learning.

Richard Nixon



Dr. John Reisert, chairman of the Division of Education and associate professor of education at I.U. Southeast, banter with his audience at the Area 9 Alumni Division kickoff dinner at the Robert E. Lee Inn at New Albany. Dr. Reisert served as master of ceremonies at the lively and well-attended dinner meeting.

Birthday; and for its preeminence in teaching, research, and public service; and we earnestly recommend to all the citizens of Bloomington wholehearted participation in the year of celebration and commemoration with moral support, attendance at the many public functions connected with the University's sesquicentennial year, and dedicated giving in the worthy 150th Birthday Fund drive, thus helping the University—and Bloomington—attain the "margin of excellence which makes for enduring greatness".

John H. Hooker, Jr., Mayor
 City of Bloomington, Indiana
 Richard W. Fee, President
 Common Council, City of Bloomington

The Sesquicentennial year promises to be an exciting time at Bloomington and on all the regional campuses.

ARJAY R. MILLER, CHAIRMAN OF THE BOARD OF THE FORD MOTOR CO. HAS SAID:

"What we find, in short, is that vastly increased demand for the product (higher education) has not led to financial reward for the producers, but to steadily worsening financial problems This is so in large part because in our free enterprise economy, education is unusual, economically and financially speaking—an exception to the normal scheme of things

. . . Higher education is in financial trouble precisely because of the popularity of an unprecedented demand for its products. In simplest terms, the charges made to the student do not cover the out-of-pocket costs of providing his education. With certain temporary exceptions, the more students who are taught, the worse becomes the financial plight of the educational institutions

. . . . Our kind of a society needs education for its own survival. If this society fails to survive, then business, too, will fail. This alone justifies greatly increased . . . support for higher education"

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150th Birthday Fund for Indiana University
 Indiana Memorial Union
 Bloomington, Indiana 47401



**\$25
MILLION**

Indiana University

THE Margin of Excellence

Special Edition February 1971

On Challenge From Chancellor Wells

Sights Are Raised To \$35 Million

The successful 150th Birthday Fund campaign raised its sights to a new goal of \$35 million at a Recognition Dinner Jan. 23 in Alumni Hall. Gen. Joseph O. Butcher, Fund director, announced that \$27 million had been subscribed, surpassing the original goal of \$25 million.

The climax of the evening was the challenge from Chancellor Herman B. Wells for volunteers to continue the campaign for six months and shoot for the higher figure. He urged completion of funding for three projects—Musical Arts Center, Fine Arts Pavilion and Hoosier Heritage Hall. Despite the "over-the-top" success of the campaign in the broad sense, these three goals came up short.

"We have been subject to one giving pattern that fits most university capital fund campaigns," Dr. Wells said, "and that is, we have received a substantial number of gifts for worthwhile projects that were not part of our original objectives. This is wonderful and shows the keen interest that our alumni and friends have in striving for an even greater 'margin of excellence.' This also gives us sound reason to keep this bandwagon rolling."

The Chancellor referred to I.U.'s "vast new reservoir of fund-raising experience" in his appeal to keep the campaign going through June.

An audience of about 500 volunteers and their wives heard accolades from University and campaign officials. Praising the two-year fund-raising project of I.U.'s Sesquicentennial year were Board of Trustees President Donald C. Danielson, University Vice President David Derge, standing in for President Joseph L. Sutton, I.U. Foundation President William S. Armstrong and Campaign Chairman Byron K. Elliott.

General Butcher reported on highlights of the financial report which was printed in the dinner program.



Vice President David Derge, right, congratulates National Chairman Byron K. Elliott on the success of the 150th Birthday Fund thus far. Derge presented a plaque to Elliott acknowledging his "distinguished leadership."

Chairman Elliott Receives Plaque; 150th Fund Volunteers Are Praised

National Chairman Judge Byron K. Elliott was the "man of the hour" at the Recognition Dinner for the volunteers of the 150th Birthday Fund. A plaque presented by Vice President David Derge recognized his "inspiring leadership" in raising more than \$25 million for I.U. during its Sesquicentennial.

Dr. Derge explained the University's gratitude not only for the monetary benefits but also for the show of faith in the institution.

"We can plan for the future with confidence," he said.

Judge Elliott thanked his Alma Mater for the opportunity to serve. He said the campaign had brought about a "vital new force" for the University.

Judge Elliott distributed his own praise for the "dedicated band" of volunteers and singled out those with key responsibilities for personal mention.



Chancellor Herman B Wells, left, and Vice President David Derge beam at the crowd



I.U. Foundation President William S Armstrong, emceeing the Dinner, calls for "waving the flag and victory hurrahs."



J. Dwight Peterson shows off the package containing the plaque he received in recognition of his work as campaign finance committee chairman.



National Alumni Gifts Chairman J. Howard Alltop tells Mrs. Howard S. Wilcox that alumni contributed 60 per cent of the funds raised for I.U. during the Sesquicentennial year.



Gen. Joseph O. Butcher, Fund director, announces the \$27.1 million total during his financial report to the audience of volunteers. "I am convinced the final chapter will be written in much larger figures," he said.



Chancellor Herman B Wells, left, greets Frank Fishback, Mrs. Fishback and Mr. and Mrs. Harold Anderson, all from Anderson, Ind. During the program all the volunteers were praised for their efforts in behalf of the successful fund-raising campaign.



A crowd of nearly 500 filled Alumni Hall for the Recognition Din

In Quotes

From 150th's Hats-Off Fete

JOSEPH O. BUTCHER—"I should add that this \$27.1 million does not include any of the tremendously exciting gift to the Indiana-Purdue Research Center project of \$2.5 million by Mr. and Mrs. Herman Krannert. One half of this amount will be credited to our 150th Fund in the future."

HERMAN B WELLS (reflecting on his recent trip as an advisor to fledgling universities in Ethiopia and Pakistan and as a trustee of American University in Cairo)—"Most of all, I felt the tremendous yearning for education in those new lands. I relived in a way the yearning which our Hoosier pioneers must have felt when they gave such high priority to the founding of a university and a public school system, believing that only thus could they be sure of the future growth and development of the new commonwealth. I have no words to describe the urgent importance which is given to education in these lands by students, who on all sides beseeched me to help find a way for them to have an opportunity to learn. I found this same sense of urgency among the teachers, the people and the leaders of the country who see education as a first essential to their entry into the modern age and, in fact, to their survival as nations. This must have been exactly the way our founding fathers felt. It was as if these people of these awakening lands were speaking to me in the voices of our founding fathers. They made the history of this institution come alive again to me in a way that nothing else could do. . . . Conscious of our heritage, humbled by the monumental achievements of our predecessors, let us resolve now that we shall continue to keep the faith to the end that future generations will inherit an even greater Indiana University than was bequeathed to us."

IN A TELEGRAM FROM HONORARY CHAIRMAN BOB HOPE—"Bill Armstrong has informed me of the success of your great campaign and has told me of your big banquet and celebration tonight. I was very pleased and honored to have my name attached to such a program and to serve as your honorary chairman. . . . Congratulations."



"The Three Sesquiteers"—Judge Elliott, left, Gen. Butcher and Chancellor Wells.



Board of Trustees President Donald C. Danielson tells the audience he hopes the support generated by the 150th campaign will continue through I.U.'s next 150 years.



center, Indianapolis, discusses the success of the Million-Dollar Cabinet with Bill Armstrong, left, and Byron K. Elliott.



**\$25
MILLION**

Indiana University

THE Margin of Excellence

150th soars past second goal

Byron K. Elliott

"We have seen what a concerted effort can do to bring private philanthropy to Indiana University — and I believe the spirit generated by the 150th will remain lively. We can continue to do great things for this great University whenever we are privileged to be called upon."

Pres. John W. Ryan

"Without question, Indiana University has been helped toward the greater excellence to which she continually aspires through the great success of the 150th Birthday Fund. It has indeed been a heartening experience to see the willingness of our alumni and friends to serve and the generosity of their support."

William S. Armstrong

"The 150th Birthday Drive has opened new vistas for the I.U. Foundation, blazing a trail that will enlarge our work on behalf of Indiana University in the future. This campaign was really a test of how far the University's influence spreads and how deep is the faith in her — a test at which she succeeded beyond all expectations."

Indiana University, in its most ambitious and widespread drive for private philanthropy, has received a total of \$46,345,811 in gifts to the 150th Birthday Fund, exceeding the \$35 million goal set a year ago by Chancellor Herman B Wells.

This report was made Dec. 18 to the I.U. Board of Trustees by Campaign General Chairman Byron K. Elliott, Chancellor Wells, chairman of the board of the I.U. Foundation, and William S. Armstrong, Foundation president.

Subscriptions continue to come in at a steady pace and as a result, the graph on Page 2 is slightly behind the figures reported to the Board.

President John W. Ryan noted that the three-year campaign was conducted during a period marked by economic decline and public dissatisfaction with certain trends on some college campuses.

"Considering these impediments to charitable giving to higher education," he said, "the achievement is even more remarkable. We are indeed grateful for the good faith as well as the generosity of our supporters."

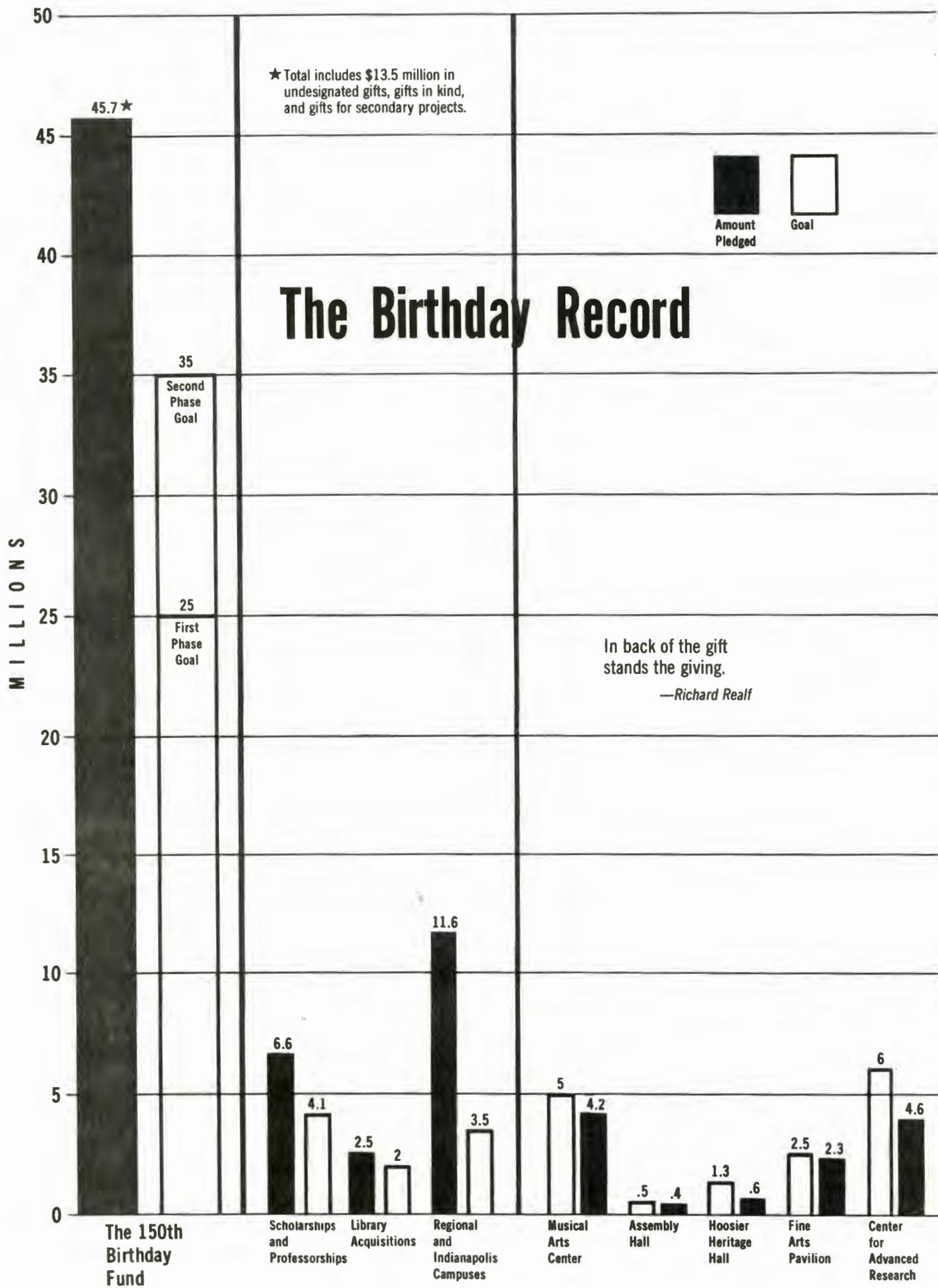
The total number of gifts to the Fund was 28,264, with 50.8 per cent coming from alumni and the remainder from foundations, corporations and friends of the University. They were solicited throughout the nation by more than 3,000 volunteers and four "target teams" composed of University officials, faculty members and alumni. Ten gifts amounted to more than a million dollars each and 22 ranged from a quarter of a million to nearly a million.

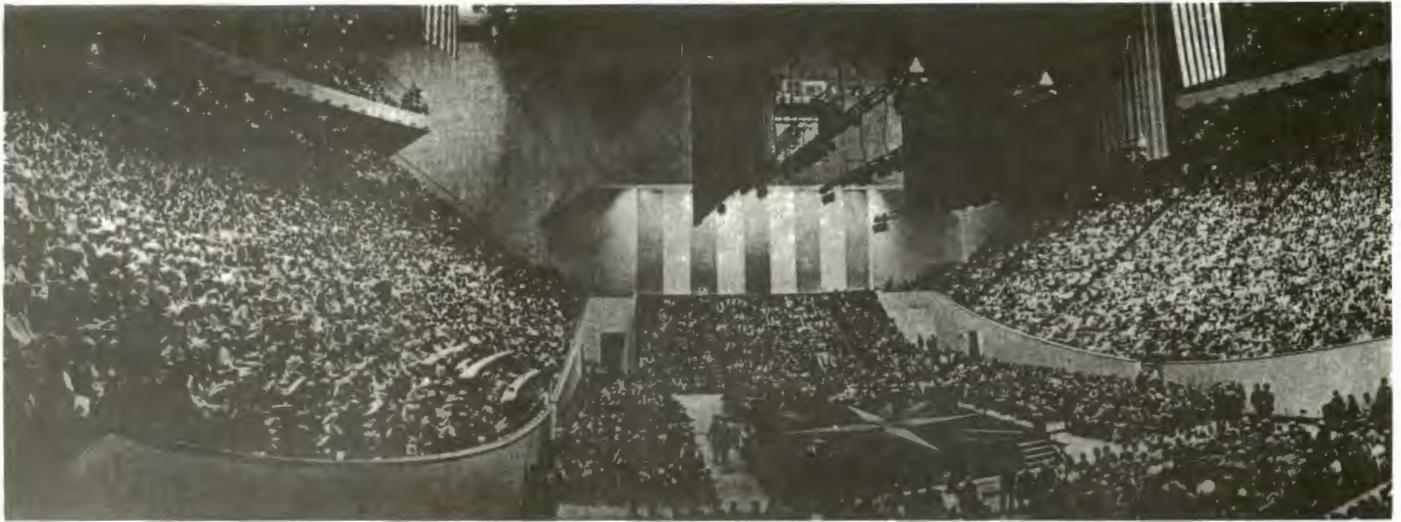
As a result, new scholarships will be established in nearly every school and department and professorships were funded in law, business, archaeology, theatre and journalism. Campaign gifts contributed significantly to the collections of the Lilly Rare Books Library and added more than a million dollars worth of paintings and sculpture to the University's holdings.

Major General Joseph O. Butcher, executive director, told the Board that while gifts and pledges toward scholarships and professorships, library acquisitions for the Bloomington campus and library facilities for the Fort Wayne campus and Assembly Hall had met or surpassed their goals early in the campaign, goals for three construction projects remain unfinished. However, they are still attracting gifts and the projects will remain part of the 150th Fund until all goals are complete.

The unfinished campaigns are for the Musical Arts Center, which has received \$4.2 million toward its \$5 million goal and the Fine Arts Pavilion has received \$2,326,699 toward a \$2.5 million goal. The total for Hoosier Heritage Hall, a museum of history, now stands at \$619,695 with legal details now being worked out for a gift that is expected to complete and endow this project.

(Continued on Back Page)



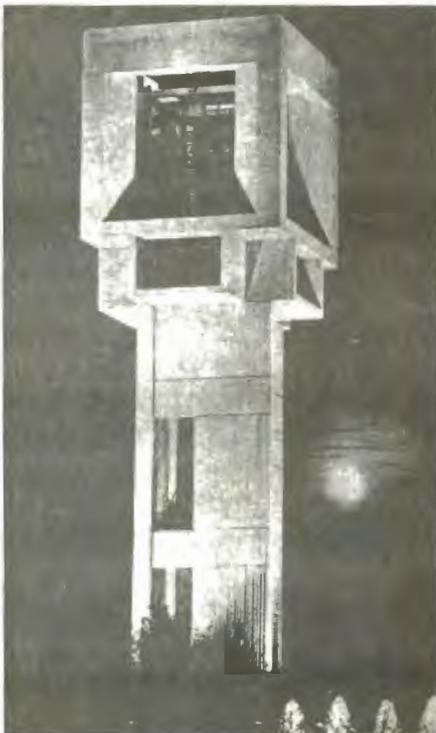


Assembly Hall was filled to the rafters for the opening Homecoming Variety Show



William S. Armstrong and Bob Hope—
The Pate and The Nose “crack” open Assembly Hall

*What the
150th
Has Wrought*



Light adds ethereal beauty



Many “endowed” a chair in the auditorium



Joe's Books

Major General Joseph O. Butcher (at left), preparatory to closing the headquarters office, looks over some of the records compiled during the three years of the 150th campaign. The books on his desk and those in the case behind him are only a small part of the mountain of statistical records and correspondence documenting the campaign.

John W. Ashton

Dies At 71

John W. Ashton, former vice president and dean and active volunteer worker in the 150th Birthday Fund, died Nov. 8 in his office in the Indiana Memorial Union, an apparent heart attack victim. He was 71 years old.

Dr. Ashton was a member of the Hoosier Heritage Hall "target team" in which he had a direct interest because of his specialty in folklore.

In tribute to Dr. Ashton's work in the 150th, Gen. Joseph O. Butcher said, "John's services were invaluable to us and when Hoosier Heritage Hall becomes a reality — which it will — it will be partly because of John's help."

In his long service with I.U., Dr. Ashton had been dean of the College of Arts and Sciences, 1946-51; dean of the Graduate School, 1958-65, and vice president for graduate development, 1952-65.

At the time of his death, he was engaged in writing a history of the University's Sesquicentennial and the 150th Birthday Fund Drive.

150th soars past second goal

(Continued from Page One)

Separate campaigns will continue for the Indianapolis Center for Advanced Research and for each of the regional campuses.

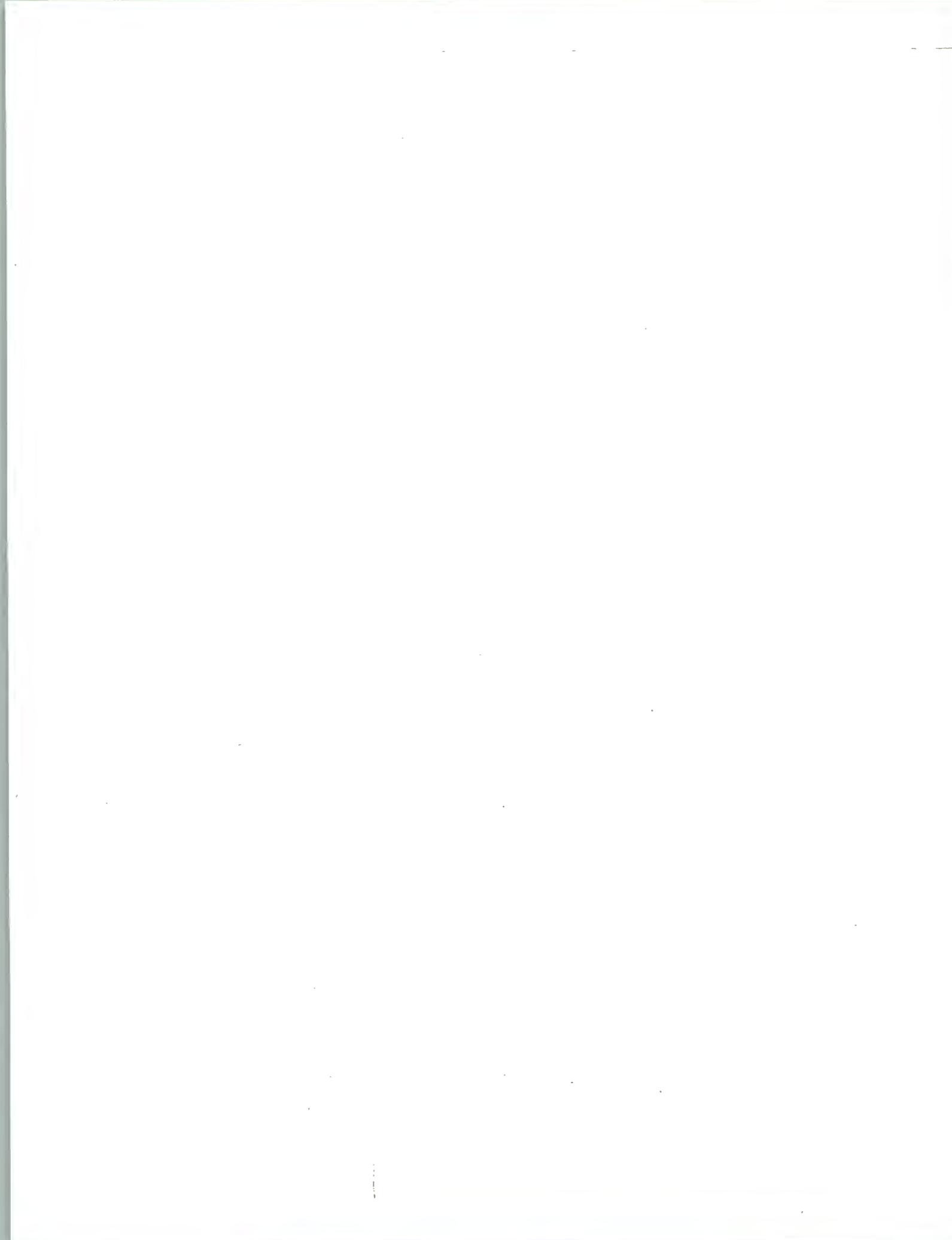
The Birthday Fund stimulated several gifts, both practical and esthetic in nature, that were the "surprises" of the Sesquicentennial observances. They were the Metz Carillon Tower, the Chi Omega and Benjamin Long gates, the Golf House, the Memorial Stadium astro turf, paintings and sculpture.

National leaders in addition to Judge Elliott were James S. Adams and Edward A. Schrader, New York; James E. Patrick, Phoenix, Ariz.; Robert Kidd, Bartlesville, Okla.; Alden P. Chester, Kokomo, and Milton J. Fineberg, J. Fred Risk, Howard Wilcox and J. Howard Alltop, all of Indianapolis.

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BLOOMINGTON, INDIANA 47401

UNIVERSITY PERSONNEL STAFFING



University Staffing

150TH BIRTHDAY FUND CAMPAIGN

Title	Desirable full time	Available during Campaign
Director	1	1
Administrative Assistant	1	
Associate Primary Gifts	1	
Associate Major Gifts	1	1
Public Relations Director/ Editor	1	Filled part-time
Associate Alumni Gifts	1	1
Staff for "Clean Up" Solicitation	2	Filled part-time
Staff for Solicitation and Volunteer Organization	5	6
Indianapolis Advanced Research Center Campaign	3	4
Clerk/Steno/Secretary	6	5
Clerk/Typist	4	2
Office/Accounting Manager	1	1
Associate Fine Arts & Prickett Chair Campaign		1-June 1970 to Dec. 1971

FOUNDATION BOARD OF DIRECTORS MEETING
OF OCTOBER 18, 1968

INDIANA UNIVERSITY FOUNDATION

Board of Directors Meeting

October 18, 1968

SPEAKERS IN THIS TRANSCRIPTION

- Mr. William S. Armstrong
Vice President and Executive Director, Indiana University Foundation
- Dr. Wilfred C. Bain
Dean, Indiana University School of Music
- Dr. Edwin H. Cady
Consultant to the President on Athletics and Library Affairs, and
Rudy Professor of English, Indiana University
- Mr. Donald C. Danielson
Executive Vice President, New Castle Products, New Castle, Indiana
Board Member, Indiana University Foundation
- Mr. Byron K. Elliott
Chairman of the Board, John Hancock Mutual Life Insurance Company, Boston
Board Member, Indiana University Foundation
National Chairman, 150th Birthday Fund
- Judge John S. Hastings
U. S. Court of Appeals, Chicago
Board Member, Indiana University Foundation
- Mr. Robert L. Kidd
Cities Service Oil Company (retired), Bartlesville, Oklahoma
Board Member, Indiana University Foundation
- Mr. Wm Adams Littell
Ketchum, Inc.
- Mr. J. W. Orwig (Bill)
Director of Athletics, Indiana University
- Mr. J. Dwight Peterson
Chairman of the Board, City Securities Corporation, Indianapolis
Board Member, Indiana University Foundation
- Mr. Gerald R. Redding
Attorney, Baker & Daniels, Indianapolis
Board Member, Indiana University Foundation
- Dr. John W. Ryan
Vice President of Regional Campuses, Indiana University
- Mr. Thomas Solley
Assistant Director, Indiana University Art Museum

Dr. Herman B Wells
Chancellor and Interim President, Indiana University
President, Indiana University Foundation

Mr. Howard S. Wilcox
President, Howard S. Wilcox, Inc., Indianapolis
Board Member, Indiana University Foundation

BOARD OF DIRECTORS MEETING, OCTOBER 18, 1968

ARMSTRONG...

No introduction is necessary for board member, Byron K. Elliott. As you know, he is the chairman, and we have the finest chairman of our 150th Birthday Fund. To thank him today would be impossible, so you know how we all feel about him and the great work he is doing and his willingness to undertake this assignment, so, Mr. Elliott, we are just going to turn it over to you and let you carry on and when you're ready for the others to come in we'll bring them in. You tell us how you'd like to have it done, sir.

MR. ELLIOTT

I think we'll start in over here because later on I have some pictures. On our trip to the regional campuses several weeks ago, our Chancellor was introduced, but he was introduced with a little hesitancy at each of these meetings by the local Chancellor, or Vice Chancellor, or whatever the correct title may be, because they didn't know whether to say Chancellor Wells, President Wells, Interim President Wells, or exactly what. I decided at that point I would not get mixed up in that kind of controversy so, Your Excellency.....

When you voted and we voted to take on that part of the Sesquicentennial observance which was to be the 150th Birthday Fund, you assumed the, perhaps the continuance of the major facts that surrounded the decision of that fund at that time. As we enrolled the help we have in the start of our very fine organization thus far, they assumed this would be true also. Of course, you know what followed very quickly. We had, I think, 45 organizations started with a few over 45 men. Then with the resignation of Dr. Stahr, and the uncertainty that followed it, the morale of this whole thing dropped; it just came to a stand-still. I want to be very frank with you about that because it has an application to what we decide to do and to the procedure from here on. The circumstances of the morale of this

organization to the extent that we simply had to have a delayed period to settle down for awhile for communication and waiting. Then turbulations on the campus are also facts, and they, too, have affected the morale of our drive organization. The image of the University, to be perfectly frank about this and its effect on our organization and the drive from the drive standpoint, has been severely affected. I've seen a little change as I've watched these men who have joined in the drive so far. I've seen a little change over the past month or two. Some of these things are getting a little bit farther away, and then some of them are beginning to say, "Well, I.U. is still there with its memories, achievements, and its very special meaning for us and its almost unbelievable intellectual and cultural influence." The results of many years of fine leadership, we suddenly realize, don't disappear overnight. So this is the stage psychologically, I think, as I report to you that the drive finds itself in at this time. There is a rising optimism, a rising spirit, but the current troubles are facts and the current surface image of the University, as it is in many universities, does affect the people, the human element we seek to actuate in this sort of a thing. Of course, the delay has another significance in people's minds. The market has been pretty high, and the longer we delay getting into full activity the more chances we take on our chance with the market.

Let me run over very quickly if I can, and later we'll present illustrations of the objectives and try to make the objectives of the drive materialize before you. Let me discuss with you some of the facts of a drive, this drive, and perhaps any drive. This first has to do with its announcement. This is becoming less and less of a secret, this drive. It's pretty high level business in educational circles, even to the point that other drives are trying to secure their fronts. So I think that in the higher levels the facts of our drive are pretty well known, but we have not made an announcement yet. When the announcement is made, it will become clear to everybody that

this is a national effort, that this is a major milestone in the University observance that we're coming into and that this is a major part of it. What do we do about an announcement? There is eagerness among our campaign leadership to make this announcement at the earliest possible moment, and it's our present intention to make such an announcement no later than some time in the month of November. Of course, we'll do our utmost to gear our announcement to the search for a president and to the meetings of the Board of Trustees on the 25th of this month and the 15th of November. The ideal situation would be that there were a new president, that if his announcement came and we could then have an announcement event at which he would appear, we could get a great stimulus. This is a pretty clear picture. We hope-- we have no inside information--that we'll be able to relate our announcement to one of the three meetings. The mechanics of the announcement, or the related meeting or meetings, are...the people who know the most about those and know them best are the professionals and they have pointed out to us that a kick-off meeting and an announcement meeting are two very different things. There is a good deal of sentiment for a public meeting in Indianapolis which they call a kick-off meeting. At yesterday's meeting of the Campaign Cabinet, pennywise they cautioned against a large public meeting of this sort that is not followed immediately by intensive and widespread activity. At this time let me remind you a little about the general shape of this campaign, what its stages are, its objectives at these different stages. What we're organizing is what is known as a wide-area campaign. It will reach literally from coast to coast and beyond. We will solicit nearly 200,000 alumni and others, but the realistic view is that we will reach on a minor fraction of these by personal solicitation. We will be campaigning in the five regional campus cities. We'll be campaigning in perhaps 30 areas of alumni concentration. At a later date, we'll be campaigning intensively in Indianapolis. We're right

now beginning to approach some of our better prospects, and this as you know well, thanks to the administrations of Willis Hickam and his stalwarts, includes the members of the two boards. The picture, therefore, is that of a program extending over two years or more which will consist of a number of component or individual campaigns. Each will be fitted into the scheme of things, but there will be no single moment at which the whole process is in motion. Each step, or parade, is simply too big for this sort of coordination. Against this background, therefore, I'm reporting to you that we'll make our announcement at the earliest date, but that our program will contain not one but a whole series of kick-offs, each signaling the launching of activities by a particular group or in a particular area. As you know, Willis Hickam and his committee members have been passing among, and I'll defer to his judgment as to what report he should make at this time. I would, however, like to leave you with one thought in this connection. This campaign needs more than enthusiasm. It needs more than careful planning and organization. It needs excitement generated right at the top--right here at the Board. And it needs some sacrifice. If John Pont were standing here right now, he might well say--"At this stage, it's our ball." Ed Schrader who came the longest distance to our meeting yesterday came from New York to attend the Campaign Cabinet meeting in Indianapolis. He is launching his primary gifts in this action. Enlistment of workers, some of whom are already awaiting assignments, will be the order of the day next week. At the moment, the primary gifts prospect list, that is Ed Schrader's list, has 107 names. The list has prospects capable of making pledges, capable of making pledges, of \$100,000 up, and we solicit your suggestions as to additions to this list as we want the results of your suggestions and imagination at every stage of this campaign. Of course, we wouldn't want any of our millionaire friends to feel neglected. Next

we come to Bob Kidd, having observed him at work appointing his regional chairmen and his major gifts commission, I know he is well advanced in this initial phase of this responsibility. Bob Kidd's Nimrods will be looking for game in the \$25,000 to \$100,000 bracket. Needless to say, these boundary lines are not always precise. Recently as you may have heard, Howdy Wilcox conducted a number of us on a couple of flying tours by air to the regional campuses. With us were His Excellency, Bill Armstrong, Ike Chester, Dr. Ryan, and the new vice president for regional campuses and others. I think we all came away inspired and satisfied that, even though many tough problems remain to be settled, the regional campuses are now satisfied that we mean business. It was a particular pleasure to note that our old friend, General Butcher, has retired with many honors from the Marine Corps and is now working with Bill Armstrong as a major factor in this campaign. We'll introduce him to you later even though I think most of you know him already.

One of the most challenging elements of our preparation involves our corporate neighbors, particularly in Indiana. As a matter of University policy, we have refrained through the years from going to them for voluntary support, and this is something we can document very easily that in order to stay out of the way and in order not to conflict in time or otherwise with the private schools, and Dr. Wells had maintained the policy that we would stay out of the capital gifts private fund field at that time. As a matter of fact, I think he has been on a number of campaign committees of some of the private colleges in the state. So we have been for them. We see nothing in direct conflict with them. We hope to have their friendship and support in this campaign. The time has now arrived for the reversal of our policy of not going after capital funds, and we're encouraged with the help of Ike Chester to accumulate information on our corporate neighbors to learn

Assembly Hall. Swimming, of course, will not move out there even though we do have that tremendous outdoor pool facility. It will not move there unless something is done in the future with a bubble type of an arrangement, which is a possibility, I think, as all of you are aware. Gymnastics, unfortunately in the planning and design of the building several years ago, there was no area allotted for the gymnastics program and we just haven't been able to find any area that is suitable for it primarily because of the height of the room or the area necessary for a gymnastics, so-called, work-out phase. We could, of course, by putting temporary mounts and things such as that in the floor of the Assembly Hall, hold a gymnastics meet there. There would be no problem that way, but I'm thinking in terms of practice for our gymnastics program. There is no gymnastics facility in the new Assembly Hall. The basic structure and design of the Assembly Hall is very similar to a suspended bridge system. It embodies two intersecting curved steel arches which are placed at 45° from the horizontal plane. These arches spring from immense concrete buttresses and foundations located at the four corners of the assembly floor and then suspended cables which extend from these steel arches to extended pylons at the east and west walls of the Hall support the metal roof and the deck by transmitting the tension load of the roof cables to the vertical pylon of the walls which in turn are braced by the seat framing. The entire structure becomes interlocking. It is estimated that approximately 200 tons of structural steel are saved by the suspended roof system in addition to eliminating approximately 500,000 cubic feet of unusable area in the Assembly Hall. The architects say that architecturally speaking the new athletic development will present an integrated and unusual appearance. Because the buildings are located some distance from the academic campus which is traditional and modified Gothic architecture, the University officials agreed to permit the design

to be entirely functional and expressive of the reinforced steel and concrete structure. So it will be entirely different from the type of architecture we have on the campus. The Assembly Hall will have a total seating capacity of 17,000. The Auditorium when it's used as an auditorium will have a seating capacity of 20,000. The differential there is in placing chairs down on the arena floor so that you can use it for an auditorium. For Commencement it will seat 20,000, but when it is made into a theatre with the theatre quadrant to one side, we will have a theatre that will seat 8,000. The total theatre on both sides, 15,376 seats. The height of the building is 134 feet. The size of the building is 370 feet by 330 feet. It has a total square feet of 305,000 as compared to the new Assembly Hall that they have at Purdue of 70,000 square feet. It has a total cubic foot area of 9,520,000 feet. We have parking around it and the stadium for 15,000 automobiles. The building will be air-conditioned throughout the building facilities contained in the Assembly Hall. The athletic offices will move from their current building adjacent to the new fieldhouse into the Assembly Hall. We'll have the Auditorium and the Theatre as one of the facilities. We'll have all of the various backstage requirements which Dean Bain is much more acquainted with than I am. We will have offices for approximately 32 people, that is, 32 individual offices. There is a large reception area which will house two secretaries. We will have a photography laboratory in the basement of the building. I think most of you are aware that we have our own photo lab within the Department of Intercollegiate Activities, but we take not only our own movies for our various athletic events but also our still photos and our portrait photos. There will be a photo lab in the basement area. There is a special press room where the press people may come and visit with the coaches and visit among themselves prior to the various contests. There is a large TV booth in the second balcony.

There will be five radio booths. There is a press box with 49 spaces. There are three large conference rooms, two projection rooms for the purpose of showing various movies of all types. There is a dining area which will be able to serve up to 250 people and the accompanying facilities needed for this. There is an I-Men's Lounge which we hope to make more or less the showplace of the building. The I-Men's Association has already voted to decorate and furnish all of the money in order to dress up the I'Men's Lounge to make it a very outstanding area. There is a commissary for the storage of the concession department. We have eleven permanent concession stands in the area. There are 22 public toilets. There will be two training rooms. A very, very large training room, much larger than the current one we have for the varsity athletic program, and a smaller one for the freshman program. There is a doctor's office for our athletic physician. There is a first aid room all properly equipped and a rehabilitation room, we call it a weight room, but actually it's a rehabilitation room. We will have locker space and area for over 600 lockers for the programs of the Department of Health, Physical Education, and Recreation. There are eight varsity locker rooms in the building for our own varsity teams as well as for the visiting teams. There is a wrestling room for our wrestling team, a judo and karate room for the intra-mural type program and a very large equipment room which is for our own athletic equipment. It's probably, in my opinion, the finest designed building of its type that I have seen anywhere on any college campus around the country. There is nothing that compares with it that I know of and nothing that will compare with it that is currently on the drawing boards or in the process of construction at any of our sister institutions around the nation. It will serve the students, the faculty and staff of the University, in addition to our own local community and the state in many, many areas. There is a

tremendous long list of events that could be held in the Assembly Hall, and I'll shorten that list by reviewing just a few of them--large conferences of the state-wide or even of the Midwest type could be used or it could even be used for a national conference or convocations which are growing in size and attendance could be held in this area. We could have assemblies of the student body. We have no place on the campus to date that could take care of any one of our single classes. We could have a class or total student body assembly. The Founder's Day programs could be held in Assembly Hall. You know that they are important on the campus and well attended and would be better attended if we had a space large enough for them. Commemorative pageants of all types, basketball of course. I think I ought to mention that. Not only our own varsity basketball program, but there is always a possibility of having the larger tournaments, particularly those in the NCAA in the National Collegiate Athletic Association. High school basketball could be held there. We are already hosting a regional tournament. It's very feasible that perhaps we could move into a semi-final in the state high school basketball tournaments and, of course, the possibility always exists that the state high school athletic association would see fit to move the state high school basketball tournament to Bloomington. It will seat about 3,500 more than Butler Fieldhouse where it is currently held. If they are interested in money, and I think all of us are interested in that, I think they would entertain the possibility of moving the state high school basketball tournament here. The mini-tricycle race, one of Bill Armstrong's great promotions, could be moved into the Assembly Hall. We could have various types of sport shows, ice shows, the Holiday on Ice and the other ones which are very lucrative shows. There is a possibility of an auditorium on the variety shows, possibility of the Saturday night Pop Concerts. Instead of having

the two show

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Could I interrupt and ask that no questions be asked because all we have is ten minutes apiece for these speakers. After they are through, ask them all the questions you would like. You can answer all these questions at Army's house tonight.

Thank you, Bill.

You're welcome.

.....

Continuing along with this building--as we now have it, there will be very important equipment needed. This completely hasn't been priced. Right now we range from \$500,000, but if we find a donor interested in a gift with their name attached we might be able to let them have it for around \$3 million or something like that because we feel it's a very important phase of the University. Bill explained to you that it's all-purpose, so we have asked Dean Wilfred Bain of our School of Music not only to bring us up to date on the other areas of this all-purpose building but also when he finishes with this particular coverage we'll ask you, Dean Bain, if you'll go into the Musical Arts Center, another very important phase of our 150th Birthday Fund drive and a building under construction. No introduction is necessary for this man. He's only the best in his field.

.....

I'll hold up the picture so that you can see it from here while
..... is getting all located. It's the Assembly Hall building.

..... DEAN BAIN.

Thank you very much for having the opportunity to come and say a few words to you. I'll take a look at the watch now so that I can try to keep on schedule here. Please notice how much I personally appreciate the role that each of you play in the work that you are doing for the University

University that is not dramatized in the way that we can express full appreciation for it. I know something about that. I'm on the Board of Trustees at Westminster Choir College. I know what we have to wrestle with there. It's a small operation when compared with what goes on here, but I'm well acquainted with what goes into decision making and the like of that that you people do so well and how concerned you are and how much our future depends on people like you, so from the depths of my heart I'd like to express warm appreciation to you.

May I speak about the School of Music first and then I'll come back into the other facility. If you don't mind, that's the way I've planned my presentation and I'd appreciate being able to do that.

I think you ought to know something about the School of Music. You know something, I'm sure, but some of you aren't as intimately acquainted with it or statistics about it as perhaps you'd like to be. I hope that since we're in the family you won't mind my bragging a whole lot because I've been only a cog in the wheel that has made this whole thing possible. The man sitting at the end of the table here is certainly the one who deserves the great credit for what we have been able to do in music at this institution. We have the largest majoring student body there is in the United States and as far as I know in the world. A year ago last summer, I was a guest of the German government for three weeks. They took me around with six other deans from institutions in the United States to show us the glories of Germany educationally and musically. In Germany which is the great home of music itself. Many of the great composers of the past have come from there. It is the place where opera is being performed more frequently than any place else in the world. They don't have a music school in any of the ten schools that will compare in any sense of the word in any way with anything that is right here on this campus. We're grateful

for that. Last year we made so much music on this campus that it's almost staggering. We printed programs in the School of Music alone for 575 concerts. That's a lot of concerts in anybody's language. Since 1964, in terms of national statistics, the School of Music has produced more doctors degrees in music than any other institution in the United States. We have unprecedented activity in opera, but I wish to point out that opera is only one phase of activity in the School of Music. As you well know, we have a facility under construction which will house and provide for the concerts, for rehearsals, for the presentation of opera. That's the thing I'm interested in talking to you about.

America with her great, great wealth and the wealthiest country on the face of the earth and her great humanitarian principles, her first-class educational system both public and private, grades through university, has yet to face the problems of our cultural musical heritage. This sounds like quite a statement. I want to tell you that this is the case.

Number 1. There is not one opera house in America that has a year-round season. The Metropolitan has a season of 32 weeks in New York. It spends the rest of the time on tour. Chicago has probably an eight-week season. San Francisco has a twelve-week season. Dallas a four-week season. And the likes of that on through the major cities. Actually from the time our season opens in the fall until May including the summer season we have the longest season of productions in the United States today. We have more symphonies in the United States than in all of the rest of the world together. However, the great, great majority is amateur orchestras. These are not professional. There are only about 25 or 26 orchestras where a person can make the same kind of a living he could if he were a university professor. This is why the School of Music has been able to attract to its faculty some of the really first-class

musicians of the country. The capriciousness of the support by the public for the orchestras of America simply is one of the problems connected with the making of the role of membership in a symphony orchestra a good profession. In other words, there isn't an orchestra that I know of that doesn't have to put on a drive of some sort every year to solicit funds so that they can exist. If we have to do the same thing for public education, for the grade schools, the high schools, the colleges and universities, the public universities in our country every year, we'd be in a terrible, terrible fix. It's very good that the fathers of our country, those who formed the Northwest Territory, gave the states this opportunity to have this wonderful public education system that we have. This is a very wonderful thing indeed. We spend more money per capita on music recordings and concerts, musical instruments than any country on the face of the earth. Our very wise administration here--trustees, president, and deans--have seen the problems that I've talked about here. About the cultural lag, the musical cultural lag, in America and have determined to make in the middle of the United States a cultural landmark for the education, for the musical performance, and cultural exposure for its students. Certainly it is a truism that everything costs more than is expected. The Musical Arts Center which is probably going to be known as the Opera House, but in the true sense of the word will be a Musical Arts Center because it will be a multi-musical-purpose institution. It will seat about 1,500 people. This is just about the right size. Most of the opera facilities I saw in Germany are running from 1,200 to 1,700. This is good for the voices, the younger voices that we have, they will be able to project without having to have some reinforcement. The design of theatre, I think, is one of the most unusual ones to be found anywhere. It follows the latest philosophy of musical theatre architecture as found probably best in Germany. I'm saying

it has four stages. You will see only one, but there will be two side stages and one back of the principal stage. Many reasons for that and would probably take too long for me to explain why this is necessary. But each one of these stages can be isolated by sound doors and so that the four stages may be used simultaneously and so that we are not having merely luxurious space on our hands. The sets, of course, can be moved very quickly from one stage to the other so that there is not a great lag in terms of putting up one set and tearing down the other for each act. The moves are made, of course, on what are known as stage wagons. They're wagons off the floor about this high--eight inches high--and can be moved electrically from side to side and front to back and so forth. A great deal of the scenery and backdrops are flown. This is the same design that is currently used at the Metropolitan Opera. We've run out of funds. We've had to make some very serious cuts in the accoutrements of the building. We thought it was more important for us to have sound doors in there so that we could isolate these areas than to have these stage wagons or to deny ourselves of having perhaps a major piece of sculpture for the plaza in front of the Musical Arts Center. We hope that at some time the stage wagons can be put back in. They are enormously expensive, much more than we thought they were at the beginning because these are motorized wagons. The Metropolitan Opera House, I think, cost at least \$60 million by the time it was finished. This facility is now pegged at \$10.3 million. I think it will cost more than that. The Metropolitan has approximately 3,800 seats. This has 1,500. I must tell you the facilities for making costumes, scenery, for instruction of ballet and the like of this, all of that is in there. This building will be used primarily for instruction, for rehearsals of large groups--chorus, orchestra, ballet. It will be used for making scenery; we have some of the best scene-makers, I think,

that can be found anywhere in this country. Incidentally, the Metropolitan Opera opened its season this year with "Adrianna La Creveur," and the scenery for that was made by Mario Cristini, who is the head scene-designer here teaching our students. This will be for public presentations. It will be for recitals and for concerts of all kinds. The 575 concerts that we've had this year have taken place in Main Auditorium, in Recital Hall, in Rawles Hall, in the Whittenberg Lounge, and in the Fine Arts Auditorium. Sometimes we have had as many as four or five recitals going on at the same time. The date of completion of this facility will be January, 1971. I think it's possible--they've made great progress on it; everything is going fine. We're very happy with what we have and while we haven't everything we'd like to have, I'd like to express warm appreciation to all of you for the fine support that you have given this project. It's very noteworthy. I think you will be very, very proud of the fact that we will have a facility like this on this campus. I doubt that there will be another one. But opera must come to America, ladies and gentlemen. We must find some way where it can come and it seems to me that this is one way in which it can. To think that in Germany there are sixty opera houses open every night in the week from the first of September to the first of July. Sixty. We have six hundred American singers over there who can't find a job at home because there's no place for them to function. I sincerely hope that we can find a way in which opera can come to America. I think the administration here has very, very wisely decided not to mix the Assembly Hall idea with a Musical Arts Center. The reason I think that I might say this is that they are for two different purposes altogether. And both are very needful. Without question. It is true that with a building as big as the Assembly Hall the acoustical problems are going to be apparent. They will be very difficult to overcome some of the problems connected with the subtleties of concert. However, I think

popular music, music of entertainment and spectaculars of one kind or another certainly can be done there and done most effectively. I'm so pleased and happy that the administration of this University has seen fit to go another route than that taken by, say, the University of Kentucky and that taken by the University of Illinois until just recently where they are getting a new \$14 million facility for this. This will be-- the Assembly Hall--enormously needed. I think that, as Bill Orwig has told you so very well and in such detail, it certainly can be used for the popular entertainment that attracts such large audiences and which is needed because certainly not everybody is going to want to listen to certain kinds of serious music. All music is good for something and I think everybody has a right to his own choice. It will be great for state spectaculars. It is possible that sometime we might do a big spectacular opera in there during the summer season. It will have a good audio system, I'm told, and a stage which will permit, a movable stage which will permit, for the kind of thing that the Bob Hope Show and like that would need. Thank you again for listening to me. I've taken more time than I should but I got too excited.

ARMSTRONG

Your reports are always exciting and we thank you for this. And just to tell you, he mentioned \$10.3 million. We have committed \$5.2 million plus \$2.6 million. That means we need \$2.5 million. So thank you so much for the very fine report. We have another exciting area in the Fine Arts area. We're very fortunate here at the University. I regret that, I hope to get to know this man much, much better. I've heard so many outstanding things about him. He's an authority in his field. Dr. Wells and others have told me how fortunate we are to have Tom Solley, a member of our Fine Arts organization and he's here to talk about that. So I'm happy to present Mr. Solley to you.

SOLLEY

Thank you. I'm afraid that unlike the two gentlemen that have spoken before me we have nothing either in the ground or even planned for our department but we have a very pressing need. At the moment, the Fine Arts Department is located in the building on the Plaza across from the Auditorium, built not very many years ago, I'm sorry to say, but unless we face up to the pressures that are ahead of us in the very immediate future we will reach a stalemate and face what is a crucial problem for a museum. A museum, and this is our prime problem even though we have several others that I'll touch on, the museum problem is the crucial problem that the Fine Arts Department has at this moment. Museum is at best a dynamic organization and it is only dynamic if people feel that it has the physical facilities to house the collections which it either acquires through its purchase funds, or through gifts. At the moment we have three essential donors to our museum who I think in the next few years will greatly enlarge our collections. This fall we received three very fine gifts to the museum in the area of modern art which will stress right off the bat our display facilities and these are gifts that have been given with the hope that they will be more or less on permanent display. In addition to these three donors, I haven't even mentioned Mr. Burton Berry who has been a large contributor to the museum in terms of indefinite loans which someday will, we hope, become permanent property of the museum, and if they do we will have that additional pressure in terms of display because the bulk of the Berry collection is in storage. To give you just a few figures--we have about 10,000 square feet of display area at the moment. It is completely realistic to anticipate within the next ten to twelve years that we will have important displays that will necessitate at least three times that amount of floor area. Now as far as the practical matter of how to finance a museum is concerned, in the University

in order to tap federal funds which I think is essential, it is necessary that this have some sort of educational function. It so happens that we have another crying need in the department in this area, and that is the library. The Fine Arts Department has its own library. It's a very fine one and growing rapidly. At the moment we have right around 3,500 square feet of storage area and total library area and we have at this very time a need for just exactly double that. In other words, between the books that we cannot properly keep in the stacks and the chorale space and study area that we require we actually need right now 7,000 square feet instead of the 3,500 that we now have. To anticipate the growth that the department will have, again looking toward a 10 to 12 year future, it is absolutely unquestionable that we will need at least double what our present needs are, 7,000. In other words, 14,000 square feet of library area. The library may have in the future as much expansion potential as the museum will have, but it's a more difficult one to chart in certain ways. A museum usually has about half of its collection on display and about another half of its collection in storage so that for the 30,000 square feet of museum display area that we need, that's not talking about storage at all. We will need again another 20,000 to 25,000 square feet of storage area. The library will probably have something like the same sort of future growth needs, but they won't be able to put their things in storage the way we can. We're hoping that with 30,000 square feet, if we get that much, we can keep it moving so that people will enjoy what we have and will be excited by what is presented in the museum. For this reason, and this is talking a little bit high in the sky because this is completely nebulous at the moment, but I would like to toss out that this building be conceived as a two-part operation in the sense of the library basically a perhaps on-grade and below-grade structure which could be expanded in the future in the event that further space is needed in the library, while the museum

would be a multi-storied structure rising above it. To meet the space requirements that the museum with its offices, photo lab, and conservation facilities which we don't have at the moment but which we will need in the future if we get into a collection such as we're probably going to have within the next 10 to 12 years. We will need to have our own conservation facilities because we are now faced with sending our things to Oberlin College or to Kansas City or occasionally to Boston and they're loaded. We have some paintings right now--one of them belongs to the Chancellor, as a matter of fact, which we're just keeping our fingers crossed on until we can get it to Oberlin and Oberlin has told us they can't do a thing for us until January. So we will need to include some technical facilities in the museum as well as a way of displaying the collections. In all, this probably presents a structure with about 125,000 square feet and I'm just grabbing something off the top of my head when I say that it will cost from between \$6 million to \$8 million.

As a final work, I would like to say and emphasize the point that if we have the space for collections that we don't have at the present time, we can draw into our collections gifts from I think more than just the local area. The contributor that has made the gifts this fall to our museum of modern art was until recently a very generous benefactor of the Herron Museum in Indianapolis. I think that this contributor was disenchanted with that location, and I think that this contributor will be a staunch friend of Indiana University. And as I say, there are two others who at the moment are just sort of waiting at the sidelines waiting to see what is going to happen. I think when they see this thing open up and move, they will begin to contribute very substantially to the museum collection. It is not out of the realm of possibility at least that in a matter of 10 to 15 years Indiana University can have an

art museum that will certainly give Yale University a run for their money. The only limitation on this is what is no longer available on the market. Thank you very much.

ARMSTRONG

Wonderful, wonderful, Tom. Thank you so very much. I know that our national chairman, Mr. Elliott, will want to join you on the sidelines to talk to you about some of those donors that you mentioned. We'll have a good sideline, not session, but pep session. You can see our national chairman squirm as I started mentioning it--he's rarin' to go.

It's a real pleasure to present these next three gentlemen--our director of libraries at the University, Bob Miller; our university librarian, and I hope you will realize that I am going to editorialize, my favorite professor when I was a student, Cecil Byrd. I'm proud to say that. And the special consultant to the president on the university libraries and also our chairman of our faculty committee on athletics, Edwin Cady. Cecil, we're so delighted to have you talk about the extras and what we need to catch up in this great area of the libraries. And certainly they're all over the campus, but this new facility is beautiful. Are all three of you going to come up, or are you the spokesman, Ed? Ed Cady.

CADY

After all those glamour fields and with that kick-off coming down on us, I hardly know whether I'm wise to try to talk about the grubby day-to-day problems of what is done at the University that needs to be done. It needs to be talked about. Somewhere between the goof-offs and the impossibles, 96-97% of our students are working hard. The same thing is true for the faculty. Tens of thousands of them are going in and out of our libraries every day, and as we have worked over the problem of the libraries, we've become increasingly aware of the fact that they're

needs grow rather than diminish. This, in spite of the fact that in the last seven or eight years we have made tremendous progress in the libraries. I could go in for glamour as some of the preceding speakers did and talk about the new library facility, but I think many of you have seen--which is real glamour. When we open the door with that looking across the plaza, the Lilly Library will be leading the league. But the truth is that as we have looked at this and tried to look at it hard, we have discovered that what we need is a capital fund for retrospective book-buying. What I mean by this is to buy the books we didn't buy when we could and should have. So often we didn't know that we were ever going to need books that were like that. That's part of the problem. As nearly as we can figure we need a capital fund, that is to say, money above and beyond anything we can ever hope for in terms of the current University budget for books. We need a capital fund of something on the order of \$5 million for retrospective book-buying. Let me say to you very briefly why we got into this kind of situation. There are a number of sources of that particular problem. One of them is the growth in the old fields, the established fields. My field is American Literature. Indiana University has always bought American Literature books. So many people at Indiana write them, among other things. My guess in my field from the time that I started into it seriously, the growth in the field is something like 14 to 1. In other words, the complexity of the field has multiplied by a factor of 14. Secondly, all kinds of new fields appear at a University like this. One of the fine old Indiana University librarians was a gentleman by the name of Babine (sp?). Leaving here, Dr. Babine went to the Library of Congress. He established there the great Slavic collection at the Library of Congress. It was his field and he was doing it for the whole country. While he was at Indiana University, though we have now got one of the

great Slavic programs in the country, the very beginning of the century, of course, that was around 1900. It would have never occurred to Dr. Babine to buy any single book in the Slavic field. Why? Nobody at Indiana University was even thinking of doing things like that. Nobody in America was dreaming of doing it. It seemed like a good idea to do it for the Library of Congress to take care of the whole country. Now we have all kinds of new fields that nobody ever dreamed of in the past, and we need to spend a great deal of money on these fields and on the library collections. Another area here, of course, is new techniques. With microfilm and microform and all the other variations of microprint, with the Xerox and reproduction techniques that we now have, it's possible for us in one sense to own all the books in the world. Nobody wants to have all the books in the world but there are an awful lot of books we need to get in one way or another which we could never hope to buy in their original form, which we can get in reproduction. The whole set of factors have changed in the student body. In the size of the student body, in our necessary emphasis on graduate work, and a real change of quality in the student body. This needs to be emphasized. Anybody who has been in teaching very long has seen the quality of the student body intellectually go up, up, and up year after year. There is no end in sight for this. I caught myself up a year or two ago to find that without ever having intended it, I was in the same general course requiring about 20% more reading of my students than I did 10 or 12 years ago. I hadn't intended this. I did it, I guess, because there were more and more interesting things. And the students didn't object--they did the work. The quality goes up all the time. Still another is the great change in instructional methods. Many of you will remember the old cookbook course. The professor said on Monday we shall cover pages 72 through 100 in the textbook. The students all read it, and the professor spent the lecture covering what was in it. A terrible

waste of time, all around for everybody. More and more we are sending the student to the library saying you work in this, read up on it, do your own work, read ahead, if you have questions then come back with them. What I say to my students again and again, here are assignments, here are sources. If you don't ask questions, I'm going to talk about what interests me in class. There was a time when I couldn't have done that with college students. And then, of course, there is the obvious problem of what may be called old poverty versus new inflation. The books we didn't buy in the 1920's or the books we didn't buy during the Depression now cost, I suppose, five or six times what they would have cost had we had the money which we did not have to buy them in those years. This means that we have accumulated a very great backlog of very urgent needs in retrospective book-buying and that nobody who has studied the subject, and we've tried to study hard-- that's why I brought this along. This is the pages we accumulated as we tried to survey the problem. So many of you will remember that there was a kind of summary in this University self-survey a year or two ago. This is very real, it is very urgent, it doesn't have any glamour at all. Yet Indiana University needs that kind of capital fund very badly. Thank you very much and I hope you can make at least some of the first quarter.

ARMSTRONG

Wonderful. We certainly thank you. One thing, do not challenge any of the three to a golf game. If you do keep your money in your pocket. May I recommend that for just a moment we take a little break. For the ladies we have some Cokes and tea and Sprite etc. Then we'll have one or two other presentations. Ladies, would you just see what they'd like to have.

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Eli Lilly, who is a substantial figure in the field of prehistory, a leading scholar of such quality that he is recognized as being a professional by scholars everywhere although he would argue that this is not so. He has written many good things in the field, and he has spent many hours here in the past 30 years, sometimes whole weekends working with our own anthropologists and archaeologists as a working scholar working side by side with them. Now, the Hoosier Heritage Building will address itself to our heritage--American Heritage Building I think it's called now because it does address itself to the preservation of our heritage, our western heritage as we have discovered it through archaeology and through studies in prehistory. That is, it can house artifacts from Greece down to Angel Mounds 400 years ago, near Evansville. And this does represent what the archaeologists and anthropologists can tell us about how we came to be what we are and what the background of history has been. The so-called prehistory field so far as the Middle West and America is concerned and historical and prehistorical support of the Classical World. The Hoosier Heritage Building as it will finally take shape, or the American Heritage Building as it will finally take shape, will provide facilities for the Glenn Black Laboratory in Indiana prehistory, an archaeological laboratory and museum. It will provide quarters for the University's Department of Anthropology and Archaeology and appropriate museums and laboratories for those departments. It will likewise provide space and working quarters, study rooms, and display area for our general museum, our museum of American History and general historical museum and museum of folklore history and industry, commerce, and all the rest of it, general University museum. It is now housed in the old Law School Library area in Maxwell Hall and does have some of the most effective and interesting exhibitions we had on this campus and

some of the most stimulating exhibitions. That happens to be also a teaching field as many graduate students have spent a lively residence here. We have to have space. At the moment we just have this and that and the other for these departments that I've spoken and they have no adequate exhibition space.

Now Mr. Lilly worked with Glenn Black, who was one of our professors in the Indiana Historical Society for many years in the development, excavation, and study of Angel Mounds and a few other mound areas in the Middle West. He has given through the Lilly Endowment \$350,000 to his share of the first unit in this building, the Glenn Black Memorial Laboratory-Museum. This building has been designed so that we can build the Glenn Black Laboratory now and then each of these two other major phases, the general University historical museum and the anthropological and archaeological museum, generally, and their working quarters for students--graduate and undergraduate alike can come along as additional units. The whole building has been designed with that in mind. Each unit already designed so that they fit together when the money is available. We will start with the Glenn Black Laboratory not later, I hope, than January or February. Then we hope that in this campaign money can be raised to go along with the other units. These are units that can attract federal facility grants and some foundation grants if we have something to match to use as bait so to speak. It's the kind of thing that it is very difficult to find any money in any large sum for in the legislature although I'm sure we could get some. It has great utility as far as the University is concerned and great interest as far as students, faculty, and alumni are concerned. It is also a great sentimental feeling if we believe that it is important to know what those who went before us had to contribute and, if you believe

in that as I happen to, I think it helps us maintain our sanity in this world of rapid change to know the long route that man has traveled to get where he is now.

ARMSTRONG

Without an Indiana headdress and without a license to teach in anthropology. Thank you, sir.

You heard our chairman refer to Howdy Wilcox and the regional campuses. We are very fortunate to have Howdy head this area for us. Howdy, would you cover some of the things that have happened and call on our distinguished visitor.

WILCOX

I apologize to those of you who have heard this two or three times and for those of you who were on the traveling circuit because you've had more than you should take. Two or three weeks ago, half a dozen of us in this room visited Kokomo and Fort Wayne on one day, Gary and South Bend two days later. In each of the communities we had two meetings. We first met with representatives of the faculty. In most instances they had one or two student leaders in the room. Later in each community we met with a select group of industry and business leaders. The intent of the campaign in the four regional campus cities that we visited is going to be oriented to those particular campuses. In other words, the story we told the people in Fort Wayne, as an example. Let me take South Bend as a better example because of complications in Fort Wayne. In South Bend we said whatever is good for Indiana University in South Bend is also good for South Bend. We wanted to draw into this business and industry that had no vested interest in Indiana University or had no reasons perhaps for supporting this institution. Now without going into the detail of the many things we said and the many points we made, I'll explain two things. Dr. Ryan, our new vice president,

is going to talk to you in just a few minutes. There is no doubt in my mind nor in the minds, I think, of the gentlemen who took this trip that at least most of everything we do in each of these regional campus cities has to be--I'm talking about projects now--such that it will be understood, wanted, and needed by business and industry in those respective communities. There are many fine academic advantages--you've just had some described-- I think we have a little different situation in the communities outside of Bloomington because when we ask a businessman or a corporation to explain to their trustees why they are putting X thousands of dollars into something involving a university regional campus, they have to have a vested interest in what we are doing and this is a real problem for John Ryan. I'm sure he is aware of it. The attitudes in the four areas in some respective was similar; in other respects fooled us a little bit. The first community was Kokomo and we fully intended to embark upon the program in Kokomo. We thought that would be the nearest and closest and the best one to start with and I now tell you that it will be the last one we do. The reason for that--there are many reasons, not the least being the campus problems there which are not too unsimilar to the campus problems that Byron Elliott has explained will affect the overall campaign. They do have effects. We think they will be resolved in a matter of months, but there is no sense in walking into such a situation. We were advised by early estimate that we would probably not enjoy much luck in South Bend and also in Gary. I'm happy to say that in both of those communities the reception in both was just overwhelming and I would say approximately the same thing for Fort Wayne. We have a minor complication--not in attitude, not in desire, not in cooperation. But we do have Purdue to contend with there because of a joint venture and there will have to be some consideration given to

whether this might be under the auspices of the Indiana-Purdue Foundation and will have to be worked out. The desire, interest, and cooperation in the latter three communities was overwhelming. I would like to say this to the committee that worked with these four cities, that if and when we go ahead with this Indianapolis kick-off and if we do have a representative from the regional campuses we will have to move up our plans to get to southern Indiana. We will have to tie them in prior to the Indianapolis. There's my alter-ego back there, Lew Barron. Lew, I tell you now that I'll forget about it. Now it's a pleasure that I notice most of you have not met a new official of Indiana University. He joined us a couple of months ago and has the title of vice president for regional campuses. He took the tour with us and he has since been back with some of his deans and faculty members and perhaps some of the businessmen. Dr. John Ryan, would you take over and give us some of the news of your latest visits.

RYAN

Thank you very much, Mr. Wilcox and Mr. President. I know you gentlemen and ladies have been very hard at work and I'm pleased to be with you. One of the reasons I know you've been hard at work is the notebook that was handed me a few minutes ago that said I should come immediately to the Extinguished Alumni Room. I'm pleased to be here. I take advantage of this opportunity to say a word or two about regional campuses in a very few minutes because that will afford you a chance to move on to other business you wish and ask me any questions you might have on the basis of what you've heard or what you might hear.

You've probably heard a good deal, and know therefore as much as I do about the prospect of organizing Indiana University into a tripod-type or

three compartment over-all organization, one of which will be the regional campuses. This organization is an expression of a concept of the regional campuses of this University which now number six and then will number five as the Indianapolis campus will become part of Indiana University, Indianapolis. The regional campuses of this University will move to a status, situation, of local academic self-determination. The faculties and students of each campus will be as much in charge of their affairs as the faculty and students of this campus in Bloomington. No regional campus in my view has reached this stage yet and none will for some time. None will at all unless we can work very hard to bring this about. I think the responsibility of Indiana University as exercised beginning almost 150 years ago is appropriate today for the job of providing the highest quality of higher educational opportunity for the people of this state. The regional campus concept is that the trustees have accepted and implemented in this first step in a reorganization. It is one way to carry into the 20th and 21st centuries this continuing obligation, but it does need an enormous amount of work and among the many things I was glad to find when I arrived here was your interest, the interest of the president and chancellor who now happen to be the same man, but then were not the same person, in bringing attention to the top your attention of the Sesquicentennial year particularly in the fund raising campaign.

Where do we stand with regional campuses? Not very well. Many people have worked for many years. Some regional campuses have historical roots going back fifty years or more. Many have worked many years to bring about what we have. Frankly, in the six campuses we now have 20,000 students, plus or minus, enrolled. By 1975 the best brains in this University and in this state tell me we will be expected to accommodate 50,000 students.

Today we have more students at Indiana University than when I was a student here. We have more students in the regional campuses than we had right here at Bloomington when I was a student, and I guess that's true of almost anybody in this room. We probably have more students on any one regional campus than here in Bloomington when we were students here.

Secondly, we have a program throughout this state added together has a baccalaureate offering in approximately 31 fields. Not all the degrees have been given yet, but by 1970 students will have earned bachelors degrees in some 31 fields. Not all on any one campus, but Indiana University Northwest in Gary will have some 20 baccalaureate programs by that time, more than any other campus. This is magnificent work, but it's half as much as needs to be done. In the associate degree area, we offer some eight associate degree programs throughout the state and will have given degrees to people in these programs by 1970 in some eight fields. The commitment of this University as enunciated by the Trustees has the support of the faculty of this Bloomington campus and the faculty of the University as a whole. It will establish a high-quality, full-range undergraduate program in each regional campus. We don't want a regional campus at Indiana University that's any less than high quality and full range and I submit that the people of Indiana where we have these campuses deserve no less than a full-range, high-quality undergraduate program. Secondly, in a process that I haven't quite discovered yet and I welcome suggestions from anybody, we have to develop a selective graduate program offering, selective in the sense of within bounds of what we can reasonably support at the highest quality level and selective in the sense that it is in response to what the region served by the campus really needs. Third, that we continue the

pioneering work that Indiana University always has been engaged in for going on 150 years. That field is opening up for us today. I think we can see where the pioneering work in Indiana is to be done and that's in the area now served by Dean Mee's program in the Division of General and Technical Studies, a whole kind of gray area that involves collegiate level training but not a baccalaureate program. A set of programs that appeal, not to dunces or mental incompetents or lazy persons, but persons whose career ambitions and whose ideas of themselves whose willingness to fit into their own communities needs call for a program that either is no longer available in a university like the old style of engineering program engineering schools don't teach anymore, but we need these trained people now, or new programs that universities either haven't geared themselves to provide or don't choose to. The manpower requirements in other words of the technical explosion that is occurring all around us. These, if I haven't been too sketchy, Bill, high points, I think, prick out the areas in which I must in my work try to organize all resources of the regional campus system and the University to do its work. And in which I think the effort of a capital fund campaign can be concentrated so that what I hope comes out of this and I presume you have been discussing this already and that you know by definition an effort that has three objectives in mind. First, helping us to accumulate that incremental amount of effort and money that can mean the difference between high quality and run-of-the-mill kinds of programs, "The Margin of Excellence." I think that the best way to describe that, the most graphic way, is the Margin of Excellence it's taken to build this great complex University in Bloomington and the fact that we expect the state of Indiana to provide the basic elements and ingredients for a higher education program and it does that. That adds

up to something a little over a third of what it takes to produce the educational planned program community here. I'm not saying give me 200% increase over legislative appropriations for regional campuses, but the Margin of Excellence will not be produced by appropriations from the state legislature.

Second objective is parallel to this and that is that we can expect the state to support the development of this full-range, high-quality undergraduate program, but it will do so in its own time. Its own time not in the sense of arbitrariness, but in the sense of fitting us in with all the other needs of this whole state in the areas of education, welfare, highways, and so on. And it is the desire of the people of this state to have a little bit left for their own private lives and private disposition. If we're to accelerate the pace and increase the opportunities in Indiana University Northwest for the graduate study in Business Administration, for the provision of a baccalaureate level nursing program, for the associate level program we now have. If we are to do these kinds of things fast enough, it has to be from other sources.

Finally, I think, an objective to which we would organize such capital fund raising activities which we would suggest to those who do this is to better equip us to respond to community needs. This is really educational at root. Again, using Indiana University Northwest as an example, if Indiana University Northwest itself is to make a contribution to understanding and solving air pollution problems or training public servants or getting at the problem of the disadvantaged student by providing him opportunities to improve himself--in all of these ways we can do more and we can do it faster with the extra lift that support outside of our normal sources of support can give us. Not only the money support, as I said once before and I realize

this may be quite idealistic, giving the people of this state a chance once again to, in some forty or fifty years, to show what they think of the University and how much it means to them and to become partners with us in building it. I think I'll conclude my remarks on that note and certainly be available to you for questions.

ARMSTRONG

You are going to be with us tonight? So save questions for tonight.

RYAN

Please make them gentle questions because my wife will be.....

ARMSTRONG

Thank you. Thank you. Mr. Chairman of the campus campaign, we turn it back over to you, sir.

ELLIOTT

Just before we leave the campus subject, Dr. Ryan is a great help to us at the campuses bringing to their attention that they are not only the consumer in this campaign but the campuses accept themselves and the businessmen in those communities have got to raise the big part of this campaign and our success in illustrating to them that what is good for I.U. is a community asset and equally good for them and Howdy has the right slant on this. These folks on the campus and faculty would a little bit more get the concept that they have to raise this thing and participate in raising it. However, I think Dr. John Ryan who in my impression is a tremendous strength.....

We've covered very briefly really what we wanted to bring to your attention today. Mr. Littell and Mr. Barron are two Ketchum Company officers here who are technicians in this field. This is a professional, highly skilled fund raising. I have found that out. They have some publications

for us--the first publication for us. Incidentally, I don't believe people knew that it had progressed to the extent it had in the organizational basis. This goes on regardless of the time of the announcement. None of this depends on the announcement. Neither does the solicitation in the early stages of the major and primary gifts. So the announcement has to do with a national picture and a large number of people and has to be followed pretty quickly by activity.

Bill, would you distribute the first printed piece.

While these men are on their feet, do you have any questions about the program, the form or pattern of a campaign such as this?

..... DR WELLS

Mr. Chairman, may I say two sentences about the projects presented. I felt that somehow between Bill Orwig and Bain that we didn't quite get pinpointed what our first request for money is in the Assembly Hall. Our first request for money there is to put in the complicated equipment which is required--movable stages, flies from the roof and so forth, audio equipment, without which it cannot be used for anything other than for basketball important as that is. But to give it that multiple-purpose requires a substantial sum of money, \$500,000 to \$700,000, and that's what, that's not in the program at this moment. It is not in the contract. The building is going up.

The second thing that if anybody was to get really enthusiastic about having their name on such an arena since we pushed our bonding capacity right to the limit, if somebody wanted to pick up \$3 million worth of those bonds to help the financing of it generally, this would be a nice name gift. The thing we have left completely uncovered is the \$500,000 to \$700,000. The other thing with reference to the Musical Arts Theatre, the opera house.

The Dean sort of got bemused about some of the things they didn't have. He's just gotten on the record of his arguments with me and the building committee the difference between what it has as mechanized and unmechanized and a few things like that, but really this is one of the most magnificent houses that you will ever see anyplace in the world. It's as good as any of the contemporary houses in Germany and on scale it's just as good as the Metropolitan.

..... PETERSON

You have me a little confused in this Assembly Hall. You have it all financed now except the \$700,000?

..... DR. WELLS

\$500,000 to \$700,000. Yes.

..... PETERSON

But in the Music Center you haven't got any of that financed?

..... DR. WELLS

Yes, we have. We have the \$10.3 million which we have a \$6.9 million bonding capacity and however these figures are not exactly right here. We have raised \$2.6 million, not yet announced, for that in three gifts. We're going to have to have another major gift of a million or a million and a half against the \$2.5 million which includes some of the things that he's talking about there. We have to raise an additional \$2.5 million to come through on that project. This is one of the crucial parts of this campaign because we're building that building and we're committed to the state to everybody involved in it--two or three major donors involved already. The \$2.5 million that we have to raise for that out of the \$10.3 million represents one of our crucial needs in this campaign. The same thing in...it's built up with a combination of state bonding

authority, federal grants, and gifts. It's financed in that way.

..... PETERSON

The bonds which you mention will be P-bonds?

..... DR. WELLS

They will be P-bonds.

The second thing is the Assembly Hall is a P-bond proposition. I can see Pete beginning to drool a bit as we talk about all the business he might be able to do here. The Fine Arts Pavilion--we've put as a figure there \$2.5 million which, of course, would then be used as a base for federal grants and possibly some P-bonds and so forth. That's the price that Tom Solley has given you. It's just his estimation. It hasn't gone through the wringer yet so it might come down a bit there.

..... ELLIOTT

Francis Robinson, who is Bing's assistant in the Metropolitan, took..... to the new Metropolitan in New York and wanted to take him in the front door. He said no, I want to enter where the entertainers do and see exactly what they do. So they took him back and he "oh'd" over the wonderful dressing rooms and all the mechanical devices and took him out on the stage and showed him how the scenery disappeared and everything was handled silently and wonderfully. He looked out and saw this wonderful scene from the stage and thought it the most marvelous thing to cross his imagination. He wanted to walk down the orchestra so they showed him all the mechanical devices and so forth and he sat down in a chair and looked tired. The chair squeaked, so he turned around to Robinson and said, "You mean you spent \$10 million on this place?"

.....

MR. LITTELL

We also distributed, if you please, a draft and I repeat that this

is a draft only and available for examination and criticism and questions and answers. You'll find particularly interesting, I think, a recap on the first page under question number 3 of the items Bill and his panel of other deans and experts have been introducing; your criticisms are invited.

..... DR. WELLS

This is an unveiling really. There are just a few advance copies left of this.

..... PETERSON

The question is whether to buy real estate or to build buildings.

..... DR. WELLS

...the Medical engineering institute is a major part of this, \$3 million of it. The other \$3 million, of course, we have in here is a major gift we have toward the hospital. We have a \$3 million gift toward the hospital, but it hasn't been announced. We're going to dedicate this hospital during part of the 150th Birthday celebration so what we're asking for here is \$3 million new money and we can go to this Bio-engineering institute or something of that sort and related to that. Depends on what we work up in Indianapolis.

Each of the regional campuses and Indianapolis are yet in the stage of determining what their exact objectives are to be, but these are the over-all financial guidelines given to us by Ketchum and Company after they cased our joint, so to speak, locally and nationally and internationally and gave these kinds of guidelines.

..... ELLIOTT

Anybody have any other questions? For the Chancellor? General Butcher seems like he is ready to pose a question. Bill Armstrong or the friends from the Ketchum Company? If not, this then completes the presentation for the fund group. I would like to remind you of just one

more thing--that 150th anniversary fund is a running mate of the Sesquicentennial observance and the observance is very much affected by what happens to the fund. Also, the fund will gather a great deal of strength if it goes along from the details of the Sesquicentennial observance, but they are linked together and they are significant because it is a significant date in the University's history. Probably even more significant than the calendar indicates. Bill, we have nothing further.

.....

About Indiana state income tax on this.

.....

Question 11. I don't think this should be released until such time as that is obtained.

WELLS

It's obviously incomplete on that point. It's overly complete on that point.

..... PETERSON

Just emphasize the idea that it is deductible for federal income tax deduction purposes because that's the main deduction anyway.

DR. WELLS

It's our great good fortune to have as our leader Byron Elliott. He's giving service and leadership beyond all imagination and is heading this campaign far beyond anything we could ask for. We're just so fortunate and so happy to be seeing such a demonstration of what a wonderful ringmaster he is here today.

..... ELLIOTT

Better reserve a few until we see how this thing turns out.

.....

If this is still a draft, I would like to suggest that in connection

with 5 and 6 you reconsider what I said this morning. Five, for example, sounds as if what is being asked of private funds is just dressing on top of the salad. Actually, it's much more than that. To the extent that it is an appeal to the alumni; they've had something for nothing. They owe something to the University. They got an education which they didn't entirely pay for by their tuition and not by their tax dollars.

..... ELLIOTT

This is a first draft and these suggestions are very much desired.

.....

This is not on the draft, but one of the fondest memories I had of Assembly Hall and I'm sure the rest of you do is that every time you wanted to hear occurred in Assembly Hall the chairs open on the floor of Assembly Hall--folding chairs--started to rattle, and I heard that we're going to have chairs moved down into the arena of the new Assembly Hall. I just wonder if the rattles are provided for.

..... DR. WELLS

We'll preserve that tradition probably.

.....

Remembering Assembly Hall and looking at this picture, we better preserve that because nothing else is preserved.

..... ARMSTRONG

I'm sure that I speak for Mr. Elliott, General Butcher, Mr. Littell, and Barron and the rest of us here on the staff when I say we need your help, and the things that you see and read that should be corrected we certainly want it done. We gave you this presentation this afternoon both to inform you of the needs in the areas and to stimulate your thinking and as a guideline in each and every area. We hope this has been beneficial to you in many ways.

..... DR. WELLS

Echoing that, as you think over these presentations, I think it would be helpful if you would give us reactions as to the effectiveness of the presentations.....

..... KIDD

Thinking about the \$25,000 and up people that my regional chairmen will be contacting. There is a tremendous gap between the regional chairmen and their prospects on the one hand and what we've learned here today, it seems. They won't get that picture at all unless that gap is bridged. The brochure is very attractive. It's impossible to get them all to come here and hear the same presentation we've heard today. This story we've heard this afternoon will sell the package without a doubt.

..... ELLIOTT

You're absolutely right, Bob. Mr. Littell will tell what's in preparation now.

..... MR. LITTELL

We are now along in preparation of a main brochure that will describe in detail but no stifling detail the projects that we heard talked about this afternoon. We will also be preparing a listing of individual features in the physical buildings and other items for a memorials brochure. A price list, a shopping list if you will, for the fellow who would like to give \$100,000 but wouldn't mind putting his grandfather's name on it, or his, or his company. We encourage that sort of thing and benefit in so doing. There will be lesser pieces for each regional campus for the reasons that were pretty well made clear this afternoon. We will produce local literature. We can't expect the president of the bank in Fort Wayne who attended Michigan State or wherever to be as stirred by thoughts of Bloomington as he will be moved by ideas of benefit to Fort Wayne and so what we're

saying now is a beginning of a procession of pieces all of them aimed at what you're talking about, Mr. Kidd.

..... ELLIOTT

They will include in substance about what these presentations were today.

.....

In substance, but not in detail.

..... WELLS

Any other questions?

..... DANIELSON

About Bob Kidd's remarks. Had you considered the preparation of a film that would draw into participation and presentation as we had here today key members of the University family, who could give you almost an intimate report to these very special prospects that you're looking forward to in obtaining large sums might be more personal, more intimate, more dramatic in its presentation than just the literature. It's expensive too besides-- I realize that.

..... MR. LITTELL

Something of that sort is especially effective. I'm glad you mentioned it. When you go out to the distant alumnus, you're bringing pieces of the campus to him. He hasn't been able to get back here where or he hasn't been in communication so we bring a piece of nostalgia as well as information to him there in Minnesota or wherever he is.

.....

WELLS

I like that idea. Perhaps film strips on each area of presentation. Perhaps the same men who spoke this afternoon--they know this intimately--we'll put them on sound film in color. It will cost a lot of money, I know.

..... WELLS

Other comments on this particular thing?

..... HASTINGS?

This suggested second piece that lists how the money will be used. There may be those who have money who have pet projects are interested in their own that are not covered in these suggested ideas. I wonder if there shouldn't be an opening so that those who may not find a specific interest in these ideas could be encouraged perhaps to cultivate their own interests.

.....

I agree with that.

..... WELLS

Yes, if the objectives shift a little bit here and we still get our goal, it's just the same. The only must items we have--the Musical Arts which we've already committed ourselves to actually and if we're going to have an Assembly Hall. These others are all hopes. If somebody wants to come and do something magnificent for us in a different relation but of equal worth, it will go right into the total. It would count for the total and objective and everyone would shout hurrah.

..... REDDING

Mr. Chairman, I was wondering whether Byron has in mind discussing schedule kick-off any further than has been done. He's mentioned some thinking about it.

..... ELLIOTT

At our meeting in Indianapolis yesterday it was illustrated that this was still in the undecided stage, but they did decide to do these two things. The announcement which is national in scope should not be delayed too long. The various reasons for that are the relative timing with other campaigns

that are coming up. There will always be campaigns, but right now there seems to be a few extras. And the fact that we cannot let this thing ride. It has gotten started now and we have to go on with it very quickly. The statement that the ideal would be if the uncertainty about the president was removed in the October-November meeting and we could thereafter have a large meeting, national in scope, in which we make the announcement. The other kick-off dinners are after the kick-off meeting and would come as fast as the different areas could be organized. Indianapolis, South Bend, and different places. I'm not sure I answered the question, Jerry. Did I?

..... REDDING

Well, you will recall yesterday you appointed a committee of Indianapolis people plus Bill to reach some decision and we'd like to get all the help and suggestions that we can about what should be proposed--the time and nature of the announcement meeting followed by concurrently the press getting information or the next day getting its information and I was only inquiring as to whether you intended to discuss that matter further with the whole Board.

..... ELLIOTT

No, I don't know at this time anything more to discuss about it. Do you have anything further as a committee? To decide what this announcement is going to be, the form of it, etc., whether they have a big party or not.

..... REDDING

A couple of times you mentioned that that kick-off was, maybe you said hopefully, but I'm not sure you added that each time, not later than the end of November. The end of November is pretty soon.

.....

Will you revise your thinking about the announcement or the kick-off affairs if by that time the new president had not been named?

..... ELLIOTT

I think we'd ask this committee to analyze that for us first, but this is the year end. If we don't get the year end contribution possibility, then we've lost a year end possibility. After all, this Sesqui comes along in a year and a half. I believe--check me on this--isn't the feeling that it should go ahead anyway, that we simply cannot wait.

..... REDDING

I thought that was the sentiment expressed yesterday.

ELLIOTT

That the selection of the day of November 15 or whatever could be adjusted to whatever the trustees.....

..... WILCOX

It's not my role to suggest to the trustees what they might or might not do, but if they have an October meeting next Friday, could they move their November meeting up a little bit so that we'll have a little leeway.

.....

We meet on the Friday following the third Tuesday. It's the earliest possible date we could have it on anyway. It's the 15th of November. It'd ordinarily be around the 19th or the 21st. The calendar just falls in such a way that it's practically the earliest possible day we could have it.

..... REDDING

If this committee were encouraged to do it, it might very well find that an Indianapolis meeting could be held ahead of the Purdue game.

..... WELLS

Well, ladies and gentlemen, we have this in good hands and a good committee and unless you have some other comments or questions to address to Byron I think we all join in expressing our appreciation to him. Bill

and I certainly express our appreciation to all of you for your thoughtful consideration of this. It's a mutual enterprise, and united we stand and divided we sink. We'll have to stand shoulder to shoulder on this and if we do I'm sure we'll march along to victory. I get my metaphors all mixed up, but you know what I mean. Bill has said to me that I'm to ask whether there is any new business or any additional business to be brought before the Board. Does anybody have anything they wish to bring up? Then we conclude the agenda, and if there are no objections I will entertain a motion for adjournment and we are adjourned.

MATERIALS SENT TO UNIVERSITY ARCHIVES

August 12, 1976

(1)

MATERIAL SENT TO ARCHIVES - AUGUST, 1976

1. 150TH FUND - CAMPAIGN PLANNING MATERIAL
2. FUND - FILES ON 150TH CAMPAIGN WORKERS AND CONTRIBUTORS
3. FUND - FILES ON 150TH CAMPAIGN WORKERS AND CONTRIBUTORS
4. FUND - FILES ON 150TH CAMPAIGN WORKERS AND CONTRIBUTORS
5. FUND - 150TH OFFICE PLANNING AND TAPES
6. FILES ON 150TH CAMPAIGN PLANNING
7. FUND - FILES ON 150TH CAMPAIGN MACHINE LISTING OF WORKERS.
SAMPLES OF CAMPAIGN LITERATURE AND TAPES.
8. 150TH BIRTHDAY FUND PRINTED MATERIAL
9. 150TH BIRTHDAY FUND PRINTED MATERIAL
10. 150TH BIRTHDAY FUND PRINTED MATERIAL

FORMS

1. Pledge Card Instruction sheet - 23
2. Pledge Card - 25
3. Faculty/Staff Pledge Card - 16
4. 150th Birthday Manila Folder - 25
5. Indiana University Sesquicentennial Calendar (1969) - 2
6. Sesquicentennial Calendar (1970) - 12
7. Acknowledgement receipts (gray) - 12
8. Acknowledgement cards
 - a. first printing - 25
 - b. second printing - 25

NATIONAL NEWS RELEASE - The Margin of Excellence

1. Fact Sheet - 25
2. No. 2. - Fall 1969 - 25
3. Marion County Edition - April 1970 - 25
4. Marion County Edition - May 1970 - 25
5. No. 4 - Summer 1970 - 25
6. Fall 1970 - 25
7. Winter 1970 - 25
8. Special Edition - February 1971 - 25

PRINTED MATERIALS

1. I. U. Sesqui '70 - Magazine - 25
2. INDIANA UNIVERSITY 150th BIRTHDAY FUND - 1820 - 1970, Seal - 25
3. Black and White 150th Birthday Fund Emblem - 21
4. The Eight Goals of the 150th Birthday Fund for I. U. (Brown) - 2
5. The Eight Goals of the 150th Birthday Fund for I.U. (Blue & Green) - 25
6. The Eight Goals of the 150th Birthday Fund for I.U. (Blue) - 25
7. Bloomington and the 150th Birthday Fund - 25
8. Some Questions and Answers, Indiana University 150th Birthday Fund - 25

9. Facts About Indiana University - 25
10. Margin for Excellence--The Role of Voluntary Support in Public Higher Education - 15
11. Profile of a University of Enduring Greatness - Margin For Excellence at Indiana University - 25
12. Margin For Excellence at Indiana University - 25
13. The University is a Universe-25
14. Indiana University - A Guide for Speakers & Writers - 18
15. Campaign Kit for Volunteer Workers - 25
16. You Are the Key to Success - Volunteer's Handbook - 25
17. Giving to I.U. Through the I.U.F. - 25
18. The Big Gift - 25
19. Bloomington Campus Family Campaign - 25
20. Two Can Give As Easily As One (REd & White, I.U.) - 1
21. Two Can Give As Easily As One (Green) - 25
22. How To Give Securities to Indiana University Foundation - 25
23. When You Give to the Tax Deduction of Your Choice - 3
24. Bulletin To Indiana Gross Income Tax Payers - 25
25. Actual Costs of Gifts to Indiana University Foundation - 18
26. Professorships and Scholarships - 25
27. The A. L. Prickett Professorship in Accounting, School of Business, Indiana University, Bloomington - 25
28. Assembly Hall & Fieldhouse Under Construction - 25
29. Assembly Hall to Honor and Perpetuate a Name - 25
30. Fine Arts Pavilion (small pamphlet, red, white, and black) - 25
31. Fine Arts Pavilion, A Teaching Museum for a Growing Art Collection (big one with gray and red cover) - 25
32. Letter to Hoosier Heritage Hall Donors dated April 23, 1971 - 25
33. Hoosier Heritage Hall Pamphlet - 25
34. Glenn A. Black Laboratory of Hoosier Heritage Complex - 25
35. The Musical Arts Center at Indiana University for Every Manner of Musical Event - 20

36. Musical Arts Center, Under Construction - 25
37. Friends of Music card (small green) - 8
38. The Society of the Friends of Music - 25
39. Indiana University Musical Arts Center - 3 (yellow)
40. Indiana University Musical Arts Center, Opportunities for Memorial Seating - first printing - 25
41. Indiana University Musical Arts Center, Opportunities for Memorial Seating - second printing - 25
42. The Musical Arts Center at Indiana University--For Every Manner of Musical Event - 25
43. The New Musical Arts Center, To Honor and Perpetuate a Name - 25
44. Seating Chart for the Musical Arts Center - 25
45. Indiana University Library Occupied in 1969 - 23
46. Indianapolis Center for Advanced Research (Small blue and white pamphlet) - 1
47. Indianapolis Center for Advanced Research with Academic Missions by: Indiana University Purdue University - 1
48. A Presentation on Behalf of the Indianapolis Center for Advanced Research - 1
49. Greater Indianapolis, June 1970 - 1
50. The Industrial Development Committee Letter - 1
51. Article from the Indianapolis Star May 7, 1970, Research: 'X' Factor - 1
52. Article from the Indianapolis Star December 25, 1970, Advanced Research Means Unparalleled Growth - 1
53. Pamphlet - Indiana University Purdue University at Indianapolis - 1
54. To Honor and Perpetuate a Name - Special Project Opportunities for Indiana University Southeast - 21

CERTIFICATES

1. Worker Recognition Certificate - 25
2. What is the Century-And-A-Half Club Honor Tablet - 25
3. Information for the Century-And-A-Half Club of the 150th Birthday Fund for Indiana University - 25