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POST WAR METHODS OF FINANCING THE COLLEGES

DR. J. H. REYNOLDS,

The Methodist Episcopal Board of Education, South.

The general impression to-day is that the mass appeals for money which met with such generous response during the war are no longer possible. It is said that there is a reaction against such appeals and that the people will no longer respond. It is also said that there is no great universal spectacular cause to stir the imagination and souls of people so as to create a mind favorable to mass appeals and movements. That there is a reaction and that the response will not be so generous nor so universal, there is no doubt; but that we may continue to make mass appeals and that we may use successfully the campaign methods of the war period when adapted to peace conditions, there is good reason for believing.

If, for instance, a church has a great cause, like missions or education, and presents it skillfully so as to create a mind, a conviction, a public opinion on the subject throughout its membership, a mass appeal may be made successfully. Even with Protestants church loyalty is a big fact, and may yet be capitalized if wise methods are used. The experience of the Methodist Episcopal Church and the Southern Methodist Church in their Centenary campaigns, in the spring of 1919, of the Southern Baptists in their \$75,000,000 campaign in the fall of that year, and of the Southern Methodists in their Christian Education Movement in 1921 are notable instances of the successful use of the methods of the war period, since the close of the war. If it be said that the first three campaigns in 1919 were so close to the Armistice as to give them a wartime psychology the educational campaign in the Southern Methodist Church was three years removed from the war. Moreover, the every-member canvass of that campaign was made only last June, and in the midst of the greatest economic depression and upheaval in history. In spite of that fact, the people subscribed \$20,000,000 to colleges and universities. No one in that church doubts that if the financial crash had not come, thirty-five or forty millions would have been subscribed. It was as marked a mass-movement as were the Centenary movements two years before. The whole church was educated in the cause of Christian Education.

OBSERVATIONS.

The first observation to be made concerning post-war methods of raising money is that the mass appeals of the war period are still possible if made within denominational lines and if there is a great cause and the campaign is wisely organized and managed. It is not necessary to add that such appeals cannot be made often to the same people. Concerning the methods of conducting such campaigns, they are so well-known, that it is needless to rehearse them here.

The second observation is that it is not necessary for our educational institutions to stretch their popular campaigns for funds over a long period of time as in the days prior to the war. The experience of the last six years has taught us that where our appeal is to the masses, it should be thoroughly organized and should be quickly brought to an issue. The attention of the people cannot be held long on one subject.

The third observation is that the raising of money by popular campaign is a profession and that expert counsel and guidance are necessary if the best results are realized.

The fourth suggestion is that large sums of money can be raised with quite as much ease as small sums and that there is no reason why our colleges should not make their financial programs as large as their real needs. If their budgets are small, they will not arrest the attention of the people, nor command the respect of people of means.

The fifth lesson is that college men have been too timid in presenting their cause and their needs. A timid, hesitating policy is fatal. A bold, courageous presentment of the college as a great social institution, fundamental to the welfare of society will win.

The last observation is that only through a popular intensive church-wide campaign for all of its colleges, can a church hope to educate the masses of its members in the cause of Christian Education or the church college. It is only through an appeal for all the educational institutions of a given church, that it can arrest the attention and focus the mind of the entire membership on Christian Education and secure a mass movement in its behalf. For this reason such a general campaign is

of inestimable educational value independent of the financial results.

BUILDING FINANCIAL CONSTITUENCIES.

But it is doubtful whether more than one great popular appeal on behalf of Christian Education can be made to the same people in one decade, and many denominations have already conducted such campaigns in recent years. In churches where this is the case, it will be many years before another widespread popular appeal can be made. And still, none of these campaigns have produced enough money for the colleges. The war has multiplied the financial demands upon the colleges manyfold. Under the conditions how are the colleges to raise funds sufficient to meet the demands upon them if popular appeals are not sufficient. It is, therefore, a vital question with each college how it may build up a financial constituency of its own to which it can successfully appeal for the funds necessary to meet its demands, not only in the immediate future, but for decades to come. To this question we will now direct our thoughts for a few moments.

Each college, as a preliminary step towards building up a financial constituency, should take counsel and prepare a clearly defined financial objective for a period of years to come. Care should be taken in defining and stating these objectives. They should be prepared after much thought and from exchange of views by those in responsible relations to the institution.

I. *Building a List of Prospects.*

A list of men and women of means should be prepared who may be properly considered prospective contributors to your particular college. This list will always be in process of making, but a large number of names should be secured so that individuals can be receiving information about the college from those in authority. The list should include:

1st—People of means within the area of the college belonging to the church to which the college is related.

2nd—Outstanding public spirited citizens of the state wherein the institution is located, who might for one reason or another be interested in your particular institution.

The directory of banks and other enterprises will furnish many such names when properly culled.

3rd—The list should include Alumni and former students who have succeeded financially. The parents of present and former students should be included.

4th—Former citizens of the state now residing in other states and who for special reasons might be interested in your college should be listed.

II. *Publicity.*

Your next step is to bring the people on the list to see the needs of the college in such a way as that they will provide the means for its support. The main theme for this publicity should be to establish in the minds of the people a recognition that your college has a real field and a potential place in the life not only of the Church, but of the state. In no case should this publicity make unfavorable comparisons with other schools. On the contrary, it should be constructive and positive by connecting the college with the future development of the Church and the state in such a way as to fix in the minds of the people the big place which the institution should fill.

This publicity should be of two kinds—direct and indirect.

The *direct publicity* is to be placed in the hands of the list of prospects referred to above. It includes such bulletins, printed matter, and circular letters as the college may get out from time to time for the specific purpose of getting the institution thoroughly before these people.

A bulletin or brochure issued monthly or quarterly and mailed to the list of prospects should be provided. It should give the achievements of the college and the plans for its future development. Descriptive literature, addresses of the President and others might also be sent out to this list.

Indirect publicity will be through newspapers chiefly. Its purpose should be to build up a volume of information and conviction throughout the constituency of the college which will serve as a support and background for the direct publicity named above. The chief vehicle of the indirect publicity is the newspaper. The President should visit the owners and editors

of newspapers, lay before them in a broad way the field, work, and plans of the college, so that there will be in their mind a sympathetic understanding of the college. This will prepare the way for favorable reception of news items concerning the institution and may lead to friendly editorials.

The President should appoint some one member of the faculty, preferably experienced in newspaper work, who will be responsible for furnishing the papers with news items concerning the college. He should not prepare propaganda. This will at once kill his work. He must know what news is and send only items of news. In addition to the regular news items little human interest stories concerning the record or life story of some poor student can be sent out occasionally with good effect. Sometimes an illustrative picture story might be attempted. The President should have in his office a list of all the newspapers within the territory of the constituency of the college.

This publicity work should be carefully planned and well written. Merely sending out multigraphed copy to the list of papers indiscriminately will do no good. News items should be related to the constituency of the papers to which they are sent. For instance the college has ten students from a given county, two of these students make the football team. A news item to this effect will be played up prominently in the local paper of the county from which these students came, whereas it would be of no news value in any other counties. One or two of the students from a given county or town may win some debating or dramatic honors. This should be played up in their local county paper. *In other words, the news stories should be sent only to papers where they will be news.* Personal write-ups for home papers of individual students who make a good record in scholarship will be appreciated by the editors and will at once help to plant the college in the mind of the editors and prepare the way for a favorable reception of all news concerning the college.

For general newspaper publicity, athletic events, debating contests, interscholastic meets, will be sent out. Special events, such as patriotic celebrations, will be sent to the papers as general news.

III. *Board of Trustees.*

The Board of Trustees should be a real, and not a nominal fact in the life of the college. Any President who does all the work of the college is making a serious mistake, not only for himself, but for the institution. He must counsel with his Board, he must establish working relations with them. He must play them up and make them important facts in the plan of the college. Care in the selection of the Trustees must be exercised. He must not only have preachers of ability, but big business men on his Board and they should be made to feel responsibilities of their place as Trustee.

IV. *Alumni.*

The Alumni of each institution should be organized and their loyalty and devotion mobilized in the interest of the institution. They can be forces in the process of creating a public opinion. Alumni clubs in places where sufficient Alumni and old students reside should be formed. These clubs should meet periodically, have luncheons, and at these luncheons have some representative of the college. In various ways that will suggest themselves to fertile minds these Alumni clubs can serve their college by being on the lookout for prospective students, and for people who will make contributions to the college, and by creating an atmosphere of friendliness in the community for their college.

V. *Solicitations.*

After the publicity plans named above have been carried on for a time they will begin to bear fruit in the creation of a favorable public opinion, a general psychology in the mass of the people, and in addition a special friendly attitude on the part of many on the special list to whom direct publicity matter has been mailed. Plans should, therefore, be made to see individually such persons on the special list as in the judgment of the college authorities have been reached effectively through publicity channels. In this personal solicitation work the President should invoke the services of his leading Trustees and special friends of the college. A Trustee in a given community can prepare the way for a favorable reception of the President or

friends of the college and secure an interview with influential men, under favorable conditions. Indeed, the Trustee might invite a small group of these people to his home or a local hotel for an informal luncheon and the President or some other representative of the college might be present to present in a specific way the needs of the institution. Of course, at these informal luncheons no personal solicitation should be made. Personal solicitation should be individual and never in a group.

As individuals on the list show themselves not interested, the authorities can drop them from the list and spend no further energies upon them. Others, however, will show that they have become interested and the process of cultivation can go on.

No one can tell another how to conduct an interview for money. It is a matter of judgment and individual approach. It is largely a question of salesmanship, of bringing two minds together. Indeed, college presidents might read with profit one or two good books on salesmanship.

Counsellor JOHN W. HANCHER.

The Methodist Episcopal Board of Education.

The great war revealed to us the value of the educated man. He was an asset far beyond all expectation or hope. As a result, our universities and colleges overflow with students. The time was when our established denominational colleges were disturbed lest the tax-supported institutions absorb our patronage. Possibly these institutions were concerned at that same time lest they should not have sufficient patronage. To-day the college which is not overflowing with students is a rare exception. The problem now is to find competent instructors who can teach the young people committed to our care. The old extreme was one pupil to one teacher. The present extreme is six hundred freshmen in one class with one instructor. Accordingly, the foundation shifts. Our problem now is how to get money.

Happily the spirit of democracy intensified and enriched during the war. The Church recognises its high privilege, multiplies its acknowledged stewards, makes its treasury subject to the order of its God in the interests of the best good of its children, its youngsters, its youths and maidens. This is fitting, for ever since that memorable Sunday in the early days of the war when

practically every pulpit of our great democracy rang out with the call of the Church for the financing of the nation, both nation and church have recognized the Church's supreme place in American philanthropy.

In my own denomination, we are working quietly with individual schools, under their respective governing boards, increasing their capital accounts to the credit of their endowments and also to the credit of their funds for building equipment and betterments. Last fiscal year, September 1, 1920, to August 31, 1921, the pledged results to our schools under the direction of our Board of Education aggregated roundly seven million dollars as follows:

Wilbraham Academy	\$ 250,000
Washington Collegiate Institute	150,000
Asbury College	400,000
Kansas Wesleyan University	1,107,000
College of Puget Sound	1,023,000
Illinois Wesleyan University	865,000
Allegheny College	1,385,000
Oklahoma City College	1,675,000
Wesley Foundation at the State Normal School, Hays, Kansas	250,000
Grand Total	\$7,105,000

At the beginning of this fiscal year, September 1, 1921, we faced a program of sixteen months in which we are appealing roundly for sixteen million dollars, as follows:

Albion College, including Wesley Foundation for Michigan State University \$250,000.....	\$1,500,000
Dickinson College, Pennsylvania	1,500,000
Union College, Kentucky	750,000
McKendree College	1,500,000
Nebraska Wesleyan University	1,337,500
Composite Movement, Illinois Central and Illinois Conferences:	
Illinois Wesleyan University.....	\$1,750,000
Illinois Woman's College	1,000,000
Hedding College	1,000,000

Wesley Foundation	750,000	
Chaddock Boys' School	250,000	
Illinois Conference Retired Ministers	500,000	
Central Illinois Retired Ministers..	250,000	
Maintenance, Expenses and Mis- cellany	250,000	
		\$5,750,000
University of Chattanooga	1,000,000	
Meharry Medical College	1,500,000	
Baldwin-Wallace College	1,500,000	
College of the Pacific	1,500,000	
		\$17,837,500

This is the hardest time to raise money that I have known. Nevertheless, there is a loyalty, a devotion, a spirit and a support in the very atmosphere of our educational work that tells a story of triumph and bodes all good for the future.

The denomination to which I belong has official approval from its legislative body of a total in askings of one hundred and twenty-five million dollars. We expect to realize it in about two quadrenniums.

We do this work through a mass movement. The day of one man preaching on Sunday and going about Monday and Tuesday to appeal for gifts to the capital accounts of colleges and universities has gone for ever. This is the day of the mass movement when a recognized and approved movement enlists the constituency of the university, college, academy or seminary and co-operates with it in quest and conquest until its askings are pledged. One of the outstanding secrets of our success is that we condition all subscriptions upon getting the total askings for any given institution by a certain definite date.

Our Educational Jubilee, which closed July 3, 1918, added roundly thirty-six millions to the capital accounts of our institutions of learning. The aftermath of that movement put the total up to forty-two millions. When we shall have completed the present movement for one hundred twenty-five millions, our church will be ready for a survey looking to a next and greater movement than any of these.

DR. EDGAR P. HILL.

General Board of Education, Presbyterian Church, U. S. A.

The plans adopted by the Presbyterian Church can be understood only when one has in mind the background against which they have been projected. Presbyterians have no strong denominational consciousness. They are generous in gifts to all sorts of interdenominational and undenominational movements for social uplift but they do not respond quickly to a denominational appeal. Wealthy members often give large sums of money to independent colleges but are not interested in church institutions. They seem to have the idea that a college related to a religious body must be more or less sectarian in its teaching and influence. Presbyterians hate sectarianism.

The New Era Movement, which has still another year to run, has been preëmpting church offerings for a number of years. The allocation to the churches, which has been large, has been made with the distinct understanding that no additional appeals for money would be made in the interests of any church boards or agency. This has made it peculiarly difficult to put on a separate campaign for Christian Education at this time.

However, at the St. Louis Assembly in 1919 a plan was adopted for securing \$35,000,000 for Christian Education. Two million dollars a year was to be placed in the unified budget, which amount was designated as a Challenge Fund to be distributed among a group of selected colleges on condition that they should secure from individuals during the year a total of five million dollars. This plan was to continue in operation for five years. The first year closed March 31, 1921, colleges reporting total gifts secured from individuals, \$5,086,000. At the last meeting of the General Assembly the plan was modified by lessening the amount placed in the united budget to \$900,000 annually, the colleges to raise \$3,100,000 each year and the campaign to cover a period of eight years instead of five.

It has been found that this Challenge Fund has been of special benefit in starting campaigns by arousing the interest of large givers. Some colleges that have been waiting for several years for someone to appear who would "start things" by offering a large conditional pledge were encouraged by an offer

of aid from this Challenge Fund to begin their campaigns at once.

In addition to the inspirational and financial help given our colleges through this Challenge Fund the Board has been of substantial help by providing campaign directors and expert solicitors. One of our financial representatives whose special task is to interview large givers reports that during the past four months he has secured in cash and pledges and prospective legacies the sum of \$684,000.

DR. G. I. HOOVER.

The Board of Education of the Disciples of Christ.

The financial efforts of the Disciples since the war through their Board of Education and in its behalf, have found expression in three principal ways.

In common with most of the boards represented in this meeting, our board participated in the Interchurch World Movement, and in doing so signed underwritings amounting to \$300,000. With the financial collapse of that Movement, we were called upon to pay those underwritings. Our Board was without available resources. There was but one thing that we could do, and that was to go to our people and lay this debt of honor upon their consciences. The result of this effort was that for the Board of Education and the constituent organizations of the United Christian Missionary Society approximately \$700,000 was raised, and the entire obligation provided for. This money was raised in a special underwriting campaign put on under the leadership of the secretaries of the two co-operating organizations, a definite apportionment being released to each church.

Since the war our Board of Education, through its general secretary, Dr. H. O. Pritchard, has co-operated with several of our institutions of learning in raising their endowments. For the California School of Christianity in connection with the Southern Branch of the University of California at Los Angeles, \$830,000 was raised; for Texas Christian University at Fort Worth, Texas, \$275,000; for the colleges of Missouri, \$800,000; and for Lynchburg College, at Lynchburg, Virginia, \$600,000. The total amount raised in these campaigns was more than \$2,500,000. The method in every case was to go to the churches

co-operating with the movement and put on in each of them an every-member canvass in behalf of the campaign.

The third activity of our Board of Education, and the one which we consider fundamental in our whole program of work, is that of the nation-wide appeal in behalf of Christian Education regularly made by the Board of Education to the churches. Through this appeal we strive to foster interest in Christian Education, to quicken among all our people an educational conscience, and to beget upon the part of every church the habit of giving annually for the current support of our church colleges. Through this effort and emphasis we are endeavoring to secure for Christian Education an increasing place in the benevolent budget of the churches. Last year for the current support of the educational institutions belonging to our Board of Education there was raised from churches and from individuals credited to churches, \$428,241.54. It is the thought of this Board that this nation-wide appeal for the current support of our institutions of learning through the budget is basic to our whole promotional program for fostering an educational spirit, making our people increasingly intelligent with reference to the needs and work of our colleges, providing a channel of benevolent expression in relation to them, and, through the interest thus engendered and the interested givers enlisted, laying a basis for an appeal for increasing endowments and college betterments. It is also believed that, pending the time when adequate endowments shall be secured for these institutions, this annual support through the church budget offers the most practical means for their maintenance.

PERTINENT PARAGRAPHS

Resolutions of the Association of American colleges:

“ This Association desires to put on record its disapproval of the evident tendency to over-emphasize the spectacular features of intercollegiate athletic sports.

“ We approve of athletics in the college. We should give them more support and encouragement, not less. But our effort should be directed to the building up of the health and the physical well being of all of our students and not directed primarily