

August 28, 1954

Mr. Chester S. Davis
Piedmont Publishing Company
Winston-Salem, North Carolina

Dear Mr. Davis:

I take pleasure in responding to your request for information dealing with the preparation for College of graduates of our high schools. I do not profess to be an expert in this area but I am willing to give you my opinions. Responding to your questions in order, I have the following comments to make:

1. The high schools are not adequately preparing their graduates for the level of work required at North Carolina State College. There are many exceptions to this condition but generally speaking graduates are not adequately prepared, especially in Mathematics and English. In September 1953, we admitted 1115 Freshmen. Of these 324 were required to take Review English and 453 Retarded Algebra. The percentage of our Freshmen inadequately prepared for regular courses in English and Mathematics is much higher among graduates of North Carolina high schools than among graduates from other states.
2. In addition to inadequate preparation in English and Mathematics, students enrolled in Engineering frequently have not had Plane and Solid Geometry. Among 735 new Freshmen in Engineering in September 1953, 55 have never had Plane Geometry and 422 have never had Solid Geometry.
3. These deficiencies could be corrected if our high schools could employ teachers with better training and a higher standard of performance. I use the word "could" because I do not think our schools can employ the kind of teachers which are needed. Salaries are too low to attract teachers with good training. Dr. Carroll, State Superintendent of Public Instruction, can cite many instances of College students who prepared themselves for a career to teach Mathematics and Science who took other positions at graduation.

Recently I heard of two women who completed requirements at the Women's College for teaching Mathematics. They took positions in industry paying a salary of \$3600 annually for a short period of training, after which they received \$4500 annually. This rate of pay is approximately twice that of a beginning teacher.

August 28, 1954

In all of the United States, less than a thousand college students graduated last June with training to be teachers of Physics and Chemistry. Very few of these will ever take positions as public school teachers.

I believe some improvement could be made with our present teachers if a great effort was made to identify bright youngsters and to stimulate them to a better level of performance in English and Mathematics.

I believe that the growing tendency to require less and less homework is a factor. Parents are just as much to blame for this trend as are school administrators. More and more they are expecting our schools to provide the education during school hours.

If my comments are of any value to you, I shall be glad. May I add also that I have found your feature stories of great interest and look forward to reading your account of this problem.

Sincerely yours,

Carey H. Bostian
Chancellor

CHB:H

WINSTON-SALEM JOURNAL
TWIN CITY SENTINEL
JOURNAL ^{SUNDAY} AND SENTINEL

PIEDMONT PUBLISHING COMPANY

WINSTON-SALEM, NORTH CAROLINA

August 24, 1954

Mr. C.H. Bostian
Chancellor
N.C. State College
Raleigh, N.C.

Dear Mr. Bostian-

From time to time these papers have printed reports of speeches and summaries of papers and official reports which touched on the question of whether North Carolina's public schools were adequately preparing their students for college level work.

My impression is that the majority of the college presidents feel that there are some grave inadequacies in this training. President Gordon Gray, for example, devoted quite a portion of his five year report on the Great University of North Carolina to this particular problem.

We have the feeling that we could provide a public service of some value by digging into this question and seeking (1) to determine the nature and extent of the problem and (2) to outline some of the possible solutions to the problem.

In an effort to gather information along these two lines I have written to many of the college presidents of this state. This is such a letter.

The questions are simple:....in all probability the answers are quite complex. But what I want to know is;

1. Are the state public schools adequately preparing their graduates for college level work?
2. If they are not, just what are the nature of the shortcomings?
3. What, in your opinion, could be done to correct these deficiencies?

We have no intention of preparing a sensational article on this subject. But a cool statement of the problem as it is seen by the men best in the position to know the facts should be of considerable value.

I would very much like to have your help in preparing such a story.

Sincerely,
Chester S. Davis
Chester S. Davis

North Carolina State College of Agriculture and Engineering
of the
University of North Carolina
Raleigh

OFFICE OF THE CHANCELLOR

February 20, 1954

Mr. William Daniel
William Daniel Camera Shop
22 West Hargett Street
Raleigh, North Carolina

Dear Mr. Daniel:

We have just completed the assembling of information concerning the operation of the ice skating rink in the Coliseum during the coming summer. Mr. Frank B. Turner, Engineer for the Budget Bureau, and Mr. Vick of his staff, made an exhaustive examination of the damage which has been done to the building during previous years and have made a careful estimate of the costs of operating the rink. I am enclosing a copy of Mr. Turner's report.

You will note that it is their opinion that the ice rink cannot be operated without an assured income which will average \$300 per day. We believe that this figure is approximately correct and consider it extremely doubtful that it will be possible for the Raleigh Ice Skating Club to guarantee that amount of income. Very reluctantly, therefore, it appears that we must reach the conclusion that the ice rink will not be operated.

We regret very much that this recreational facility cannot be made available to the citizens of our community. We wish that such a condition had been foreseen prior to the first operation of the rink so that people in our community would not have assumed that an opportunity would be annually available to them for ice skating. It is regrettable that the Coliseum was not designed in such a way that the rink can be operated profitably.

We are sorry that we have been so long in sending you this information but did not want to come to a conclusion without careful study.

Sincerely yours,

Carey H. Bostian
Chancellor

cc: Dr. Grayson Waldrop
Mr. H. K. Witherpoon
Mr. Frank Turner
Mr. J. G. Vann

PAUL H. DAVIS

4646 Melbourne Avenue
Los Angeles 27, California
15 February 1954

Chancellor Carey H. Bostian
North Carolina State College
Raleigh, North Carolina

Dear Chancellor:

The first draft of your installation speech is definitely good. It rates in the upper brackets of speeches and you can be certain it will be well received. However, after having said that on the favorable side, I am compelled to add the usual "but".

The speech is along the lines of the usual pattern. It is more or less the standard approach of telling of your reactions to the new responsibility, your concerns, your problems and appreciations. In place of following that line, you might consider veering away from the standard route and talk about the opportunities of the people of North Carolina and of the place of State College in those opportunities. You then could spell out in some detail your determination to assist at State College in making Gordon Gray's Mission of the University become a tangible, definite reality.

In front of you on installation day will be the University Trustees, State College Faculty and a few others but behind the visible audience will be a huge unseen audience composed of all the thoughtful people of the State of North Carolina. Each of that audience, the psychologists tell us, will have his ambitions, his hopes and his concerns. If you were to talk about them and about how you plan directly and effectively to have State College assist in the things which he thinks important, then your installation will be of new and significant importance. Of course, this can and should be done only if it is true; that is, if it is true that your administration, linked with Gordon Gray's, is going to direct its main efforts not merely to building up State College, or to beating Duke, or to making football profitable, or to gaining popularity, but rather to direct the major effort to thoughtful effective service for the individual people of the State, using sound business principles and functioning in accordance with the best and highest ideals of our Christian religion.

You, as head of the faculty, can be their spokesman and can express the faculty's dedication to the ideal. I like to avoid thinking that you have risen out of the faculty, but rather to emphasize that you are centered intimately in the faculty--the whole faculty--and

Chancellor Bostian

15 February 1954

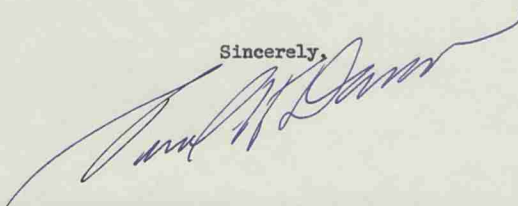
Page 2

are not only their spokesman but also their conscience in the dedication to the people of North Carolina.

Maybe you will consider it worth the time to make a first draft using this other emphasis and compare the two first drafts. You could then use the technique of asking your advisors "which?"

Again let me state the present draft is okay. It is perfectly safe and a hundred times better than I could write. Thank you for letting me read it and thank you for letting me be on your team.

Sincerely,

A handwritten signature in blue ink, appearing to be "Tom M. Bostian", written in a cursive style. The signature is positioned below the word "Sincerely," and extends across the right side of the page.



THE CONSOLIDATED UNIVERSITY OF NORTH CAROLINA

University of North Carolina at CHAPEL HILL • North Carolina State College of Agriculture and Engineering at RALEIGH • The Woman's College at GREENSBORO

GORDON GRAY, *President*
WILLIAM D. CARMICHAEL, JR.,
Vice-President and Controller

Chapel Hill
October 15, 1953

Memorandum to Chancellor Carey H. Bostian:

You have asked for an opinion on whether or not Mr. L. L. Ray, as Assistant to the Chancellor, should have additional staff.

Before your decision is made, it appears that you should have some additional facts procured. I will list them and also will take this opportunity to make some comments on trends in developments and some rough rules of thumb which, over the years, may be handy for your reference.

In volunteer development programs there are certain trends, some good, some bad, which require careful watching. A few of these are:

The development staff tends to get larger and larger, often beyond reasonable cost proportions.

The staff tends to be more and more centralized with a less and less proportion assigned and quartered at the operating units.

The amount of time, energy and budget given to public relations, climate, and "doing good", in comparison with that given to direct fund raising, tends to increase.

The authority assigned to the volunteers concomitant with their responsibilities tends to decrease and the authority given or taken by staff tends to increase.

The public acclaim and recognition for results obtained tends to flow more and more to the paid personnel and less and less to the volunteers.

Rules of thumb to check these tendencies include these:

The total fund raising cost, not including items of public relations, should be kept under ten per cent of the gross take. That is, the sum total of all the fund raising costs of all the units should be less than ten per cent of the grand total of all the gifts, grants and bequests.

In applying this rule, consideration should be given to starting costs. Obviously, a bequest program during the first few years will have no receipts and yet during that period, the costs are high. Yet, a bequest program in operation should cost under five per cent. On the other hand, annual giving often costs fifteen to twenty per cent, but still for the overall operating costs - except for starting - the ten per cent rule should prevail.

The central staff of fund raising should not have but one or two male members. The rest of the male staff best be assigned to operating units, although their work should be coordinated by the central office.

The ratio of the cost of fund raising to public relations should be two to one.

A monthly summary of results, that is, totals of gifts, grants, bequests and expectancies of all types, should be submitted to you and to the others who share with you the responsibility for the development program. The totals in this report should include all units which serve State College, including, for example, the Foundations and the Nickelsfor Know-How. The report should give details and totals for the month, total for the year to date, and comparable totals for the previous year.

Where space is available in your office or nearby, there should be wall charts showing the trends of the totals of gifts, grants, bequests and expectancies and also showing the same by units and by types. These will impress the volunteer visitors that you, the Chancellor, "are both watching and cheering" the progress made.

Publicity features and spotlighting of paid staff should be practically non-existent. The staff should have a "passion for anonymity". However, in staff meetings, recognition by the Chancellor of jobs well done is quite in order. It should be kept in mind also that development staff men - like football coaches and sales managers - are in a hazardous occupation and are highly paid in the competitive market.

Bequest programs on a ten year basis will cost under five per cent.

After five years, the bequest receipts will be about one-twentieth of the expectancy total; that is, each year about one-twentieth of the expectancies will become absolute.

The State College bequest program with reasonable effort and budget will, in my opinion, produce an average total of a million dollars a year within ten years.

So much for generalities.

It is my impression that the State College fund raising program now justifies the employment of three staff men. The half-time of one man might well be exclusively assigned to the bequest procurement organization and this time assignment be further increased as results in expectancies justify.

In concluding, permit me to note again that the development program designed to aid all institutions of higher education in Carolina will not only best serve the people, but also will produce the higher score board results for State College. And that by our methods adopted an overall result of two million dollars an average year for State College is a goal achievable during your administration, possibly during the early part of your administration.

I find that there are many who are delighted that you are not only willing, but anxious, to have them participate in the achievement.



Paul H. Davis

P. S. Attached are copies of this memorandum for President Gray, Chairman E. Y. Floyd, and Assistant to the Chancellor Ray, if you think that they, too, might have an interest in these comments.

"Volunteers vs. Paid Solicitors"

4646 Melbourne Avenue
Los Angeles 27
California
30 October 1953

President Gordon Gray
University of North Carolina
Chapel Hill, North Carolina

Dear Gordon:

From time to time you are asked for examples of other universities which have successfully based their development activities on the volunteer method in contrast to the paid solicitor method.

Such a query is easy to answer, for the fact is every university in America whose fund raising success is of major league rating is today basing its program on the volunteer. However, it must be added that several institutions supplement the volunteer with paid workers.

A top example of success in the volunteer method is at Harvard University. There gifts, grants and bequests are averaging over \$10,000,000 a year and yet, so far as I know, there has been no solicitation for funds by President Pusey, ex-President Comant, Treasurer Cabot, ex-Treasurer Claflin or Dean Buck. At least I have never seen tracks of these people in the hunting field--not even once--although I am confident that all of these people have been active in servicing and assisting the volunteers.

At Princeton the same is true of President Dodds and ex-Treasurer Brakeley. However, at Princeton there is a super-service for the volunteer. For example, the last time I checked they had four staff-men working full-time on their Alumni Fund (the Alumni Fund totaled \$657,209 last year).

Columbia University, which under President Nicholas M. Butler was an outstanding example of the successful paid solicitor, has now switched to the volunteer method. There, however, some of the deans are active solicitors. For example, Dean Dunning of Engineering is spending over one-half his time on fund raising, and very successfully so. However the dean does this within the volunteer structure and he, together with the volunteers, is showing a handsome annual return of gifts, grants and bequests and also has assisted in obtaining some \$18,000,000 written in wills.

Northwestern University installed the volunteer method many years ago under President Scott and Chairman of the Board of Trustees Campbell. In the last twenty-five years they have raised over \$75,000,000, which is splendid considering that at the start of their program the University was rated second-class by most people.

The volunteer method was adopted by the University of Chicago and Stanford over fifteen years ago. Likewise in the volunteer camp are the University of Wisconsin, University of Minnesota, Ohio State and so on through the list. In fact, no university in the upper brackets of fund raising has retained the old method of the paid solicitor, although I report that many do supplement volunteers with some paid work.

In the social-philanthropic field the number one example of success with the volunteer method is the American Red Cross. They have more than three and one-half million volunteers and enjoy an annual take of between seventy-five and ninety million dollars--more than is enjoyed by all the colleges of America combined.

Top in success with the paid solicitor method is the Catholic Church and second is probably the Salvation Army. Cardinal Spellman of the Catholic Church is one of the best fund raisers in New York--in fact, probably one of the best in the world. When I was working in the field in New York, it seemed to me that I was never even close to wealth but that I found the tracks of the Cardinal. The Catholic Church has a very successful fund raising result by any method of scoring.

The Salvation Army has a facade of volunteers but actually their fund raising is basically the paid solicitor method and they do very well with it.

Most of the Protestant churches of America use the volunteer method, so do the Jewish synagogues.

Likewise, most of the social work agencies, including the Community Chests and the United Funds, use the volunteer method.

The reason for the widespread shift away from the paid solicitor during the last 50 years has been many-fold but the dominant reason is probably the shift of wealth in America. President Butler financed Columbia University to the tune of some \$200,000,000 (market value) by the beneficence of less than fifty people but today any such fund raising success would not be obtained from fifty people but more likely from literally thousands of people. To reach such large numbers of donors the paid solicitor is generally impractical for the costs of the paid solicitor, if he is on a salary or percentage basis, are simply too high. In addition, there has been an increased appreciation of the volunteer even when dealing with people of great wealth. An example is the Higgins bequest, which was one of the largest bequests to universities of this era.

Higgins was a Columbia alumnus. President Butler handled the "sale" for Columbia and it was confidently expected that Higgins' \$40,000,000 would all go directly to Columbia University. It didn't go that way, for Princeton

Page 3

had a volunteer on the job and that volunteer, unbeknownst to President Butler, sold Higgins the idea that \$40,000,000 was too much for any one university and that he should spread it equally among four top universities. To Columbia's surprise, when the Will was opened it specified four beneficiaries and it was no surprise to the volunteer that Princeton was one of the four--the other three were Columbia, Harvard and Yale. Not only did Columbia lose three-fourths of the expected bequest but on a per student basis they were very much the underdog. This because on a per student basis Princeton had the equivalent of \$3,000 per student whereas Columbia, with its large student body, had about \$350 per student.

Twenty-five years ago Stanford didn't have over 200 volunteers in fund raising. Today it has over 2,000 volunteers and five staff men servicing a program which now produces about \$3,000,000 a year--almost as much per year as was formerly produced per decade.

Cornell has used an unusual combination of the volunteer and the paid worker. This happened about five years ago when Cornell had a drive for \$8,000,000. The base of the drive was the volunteer but President Day took leave-of-absence with salary and used his full time for the year as a member of the special gifts committee. He is credited with having personally obtained \$3,000,000 of the total \$8,000,000. In this work President Day was obviously a paid solicitor, but it should be noted that President Day placed himself and the results of his work in the volunteer organization structure.

Summarizing, it can be said that in higher education in America today all of the more successful operations have a volunteer base. So far as I know, there is not a single exception.

Along with the smug realization that we are using the best known method, it should be our ready admission that the volunteer method has certain liabilities as well as the assets. The costs of the volunteer method are substantial--about ten per cent of the returns. Considerable servicing is required. The volunteers must be permitted and encouraged to participate in many phases of the University other than fund raising. In fact, they must be permitted to be actual, real members of the family. Further, the volunteer method requires substantial participation by a large part of the faculty and the administrative staff of the University. In fact, successful fund raising today must be deemed more a manner of living for the entire university community than just a technique or method of sales. Fortunately, I quickly add, it is a manner of living that is beautifully in harmony with the ideals and the objectives of the Mission of the University of North Carolina as pronounced by President Gray.

Sincerely,



October 11, 1954

CHB
P.H.D.
Memorandum to Mr. Gray:

As you may get some questions on Tuesday on the policy of volunteer solicitors versus paid solicitors you may want to re-read the monograph on the subject which I wrote at your request some time ago. It is attached. Also attached is a monograph on volunteer services and the arrangement of their meetings (not all of the University staff are fully alert to this phase of their job).

At the meeting you may have to discuss the tendency in every development program to veer away from the straight and narrow path which leads to scoreboard results. Here are outlines of some of the items on the narrow path:

The fund raising staff (Ray, Hart, Harper, Shaffer, Green, Hogan, and Bost) should spend over three-fourths of their total working hours on fund producing volunteers and fund producing activities as contrasted with public relations, speeches, athletics, football tickets, Rotary, pamphlets, booklets, staff meetings, office operations, visitors and consultants.

The volunteer committee personnel should be kept on positive, result-producing activities within the area of their responsibility, not wandering all around nor walling over things for which there is no present solution.

The staff should learn the tools and techniques of their business such as estate planning with its essential phases, gifts with life reservations, annuities, warranty deeds, nonessential life insurance policies, death-bed wills, and so forth.

The staff should have a clear-cut organization chart and should have a job description for each chairman, committee and themselves. (Many of our staff still do not have on paper nor in mind their own job description, and so they lose much time and effort.)

Fund raising is at best with a maximum of decentralization provided it is accompanied by centralized co-ordination, especially of the paid staff personnel. (The most successful University fund raising in America is that of Harvard, and the most decentralized fund raising in America is, and has been for two decades, Harvard.)

Public relations sets the climate for fund raising, but it is disastrously wrong to think that public relations is fund raising - it is no substitute for a specific qualifying solicitor selling a specific project to a specific prospect. Sales are made by salesmen, not by climate nor by public relations.

C
O
P
Y

As every action of every phase of the University affects the University public relations and thereby affects the fund raising climate - the sales resistance - there constantly appear ample reasons for the Development staff and Development volunteers to operate in an ever-expanding area and thus to spread their energies in such wide scope "doing good" that their energies are so dissipated as to be nowhere of tangible result. Tight job descriptions are therefore essential.

Appointment of volunteers should be for a specific two or three term and reappointment for a single second term should be made only when and if the volunteer has been definitely and substantially effective in the first term. This is a cardinal rule which should be followed without exception.

The lending of their names by eminent persons to the Development organization is of no value whatsoever. In fact, non-workers in the Development organization are a liability regardless of their eminence, distinction, fame or previous service.

The potential "market" of the University Development Program should be frequently reviewed and the proportionment of sales time and budget should be adjusted accordingly. Altogether too frequently universities put most of their public relations and fund raising efforts into but a small part of the total potential, and their scoreboard results suffer accordingly. It appears that over one-half of our potential is in bequests, gifts with life reservations, annuities, and other gifts which actually are part of the donor's testamentary plan. Also, measured in a different manner, it appears that non-alumni are likewise well over half of the total potential! The University at Chapel Hill should give increased attention to its major "market" potentials.

Paul H. Davis

Personal

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Cary:

F. Y. I

Tau

12/19/24

4646 Melbourne Avenue
Los Angeles 27
17 December 1954

Mr. H. C. McClellan
National Association of Manufacturers
2 East 48th Street
New York 17, New York

Dear Chad,

The Hotel Windermere lunch you arranged for me to meet the NAM officials was most interesting. I was especially impressed with your chairman, Mr. Walter D. Fuller, and his analysis of the fundamentals. Thanks for the opportunity.

Today I write to you about a step in higher education which, as a member of the Executive Committee of the NAM, you may find of value; and, also, I have the hope that it might be of interest to Mr. Fuller as a possible article or editorial for his SATURDAY EVENING POST. The location is The Consolidated University of North Carolina where, under the leadership of President Gordon Gray, the University has enlisted a large number of volunteers to aid in the financing of the State University and (here's what is new) at the same time he is asking these volunteers to aid all of the North Carolina independent colleges and universities in their financial programs.

The Gray program now has over 1,000 active volunteers and Gray has publicly announced the broad policy. As with all new policies, there is some opposition. Many of the State University officials do not realize that Gray's broad, long-vision policy will aid not only the private colleges (and thereby the people of the State of North Carolina) but that it will also produce more financial support for the State University itself than would a narrower policy.

If Gray's plan were copied by a majority of the state universities of the country it would be of large aid to independent education in America--probably at least equal to the corporate financial support and would importantly tend to bring back a better proportion of the American philanthropic dollar to higher education. It is now about 7¢ out of the dollar; whereas, as you know, at the turn of the century, it was in the neighborhood of 20¢ of the dollar.

In California, as you best know, such a policy would have large impact. The University of California now has an endowment of some \$60,000,000--the largest endowment of any university west of the Mississippi River. If Sproul were to understand and to adopt Gordon Gray's plan, it would have substantial effect for all the colleges and, especially for one that you and I are interested in.

Mr. H. C. McClellan

Page Two

17 December 1954

The question, at the moment, is how can I interest the SATURDAY EVENING POST. Would it be proper if I were to ask Mr. Fuller to give me an appointment that I might present the idea to him?

Your nominee, Dan Bryant, is doing a terrific job at Occidental College. He is top class in any league and I only hope Occidental can continue to hold his high priority interest.

Personal regards.

Sincerely,

bc: Chancellor Bostian

4646 Melbourne Avenue
Los Angeles 27
17 December 1954

Dear Wally,

Now that I have recovered from last summer's mountain endurance test that a couple of my strenuous literary friends gave me at Bohemia, again I have set to devising ways and means we can aid private higher education in America. The way at hand is an important innovation launched by President Gordon Gray at the University of North Carolina.

Gray has enlisted over 1,000 volunteers continuously to assist the State University along the usual lines of the plans which have been adopted by other universities. But the unique feature of his plan is that these volunteers are being requested not only to bring financial aid to the State University itself, but also to all of the private colleges of the State.

The Gray program has been widely announced and, as is generally the case with new ideas, has met with some opposition. Many of the State University officials do not realize that Gray's broad, long-vision policy will aid not only the private colleges (and thereby all of the people of the State of North Carolina) but will also produce more financial support for the State University itself than would a narrower policy.

If Gray's plan were copied by a majority of the state universities of the country, there would result a substantial increase in the aid to independent education in America and it would importantly aid in bringing back a better proportion of the American philanthropic dollar to higher education. It is now about 7¢ out of the philanthropic dollar, whereas, as you know, at the turn of the century, it was in the neighborhood of 20¢ of the dollar.

My question is: I am going to be in New York in January. Do you think Gray's plan merits your taking the time to see me to discuss his idea--lunch in New York or Pleasantville or any such other time or place that is convenient. What I have in mind is that you might find the project of enough merit to assign a writer to tell of Gray's actions, as an important example of democracy in action.

Best for the Holiday Season.

Sincerely,

Mr. DeWitt Wallace
READERS DIGEST
Pleasantville, New York

bc: Chancellor Bostian

PAUL H. DAVIS

4646 Melbourne Avenue
Los Angeles 27
7 December 1954

Dear Carey:

The November 1954 issue of the North Carolina State College News is a beauty. Congratulations to you and to your editors.

There are many reasons why it merits top rating.

First, it pays tribute to the importance at State College of the Bequest Program.

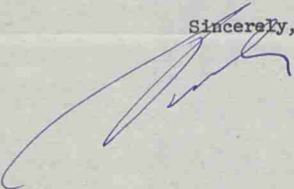
Second, it spotlights the volunteer workers and not those of us who are on the payroll.

Third, it pays thoughtful tribute to a widow who, with a modest sum, effectively memorialized her husband, Mr. Mahler.

Fourth, the copy was lively and well broken with interesting photographs.

This good work is certain to pay handsome dividends. At least it has to everyone who has given it a fair trial.

Sincerely,



Chancellor Carey H. Bostian
North Carolina State College
Raleigh, North Carolina

cc: President Gordon Gray