

UNIVERSITY OF MICHIGAN
LAW SCHOOL FUND

Plans for 1965 Campaign

5th report

JUNE, 1965

Emmett E. Eagan
National Chairman

MEMORANDUM

Plans for 1965 Michigan Law Fund Campaign

To: Chairmen of the Michigan Law School Fund

From: Emmett E. Eagan
National Chairman

You and more than 300 of your fellow alumni will be engaged in this year's campaign to assure to our Law School the financial resources that will keep it one of the great law schools of the world.

The purpose of this memorandum is to let you know the plans afoot and help you play your part in bringing the message of the Law Fund, and the needs of the Law School, to the attention of our fellow alumni everywhere.

You are the prime movers in this campaign. It is to you the Law School must look for success in the Drive.

I. WHY THE LAW FUND?

To Give the Law School "Extras of Excellence"

The State of Michigan, as it has in the past, will support the Law School handsomely. Of this you may be sure. There will always be—there is no reason to doubt—a first-class Law School at Ann Arbor. But it is from the alumni that must come the "extra margin" that makes for greatness.

For over a century, funds provided by the State, and resources supplied by generous individual donors, such as William W. Cook, Frederick Leckie, and Clyde DeWitt, were adequate to make, and keep, the Michigan Law School pre-eminent. It was the proud boast of our alumni everywhere that no special drive was needed to assure adequate resources for the Law School.

However, that day has passed.

Generous alumni and loyal friends still write Michigan into wills and trusts. This is to be encouraged. But beyond this, must come from alumni—and can come only from them—support for the "extras" that make for greatness. Alumni of this school will surely not be content with less. It is for this reason that the Michigan Law School Fund was established. It provides the vehicle by which alumni of the Law School can supply to the School what Dean Smith has aptly called "the extras of excellence" that mark the difference between the good and the great.

II. THE NEEDS

The presently pressing needs of the Law School and the purposes to which funds collected will be put are outlined in the brochure that will accompany the solicitation materials. (A last year's brochure is enclosed as a sample). The principal part of the money will be used to supply financial help to students in need. Last year, for example 64% was allocated to student assistance.

Since so large a part of the funds raised are applied to this purpose, the subject deserves a word of explanation. Student aid takes the form, not only of scholarships, where that is appropriate, but of loans. These are, in part, legal obligation loans and, in part, moral obligation loans. Thus, much of the money so laid out will ultimately come back to aid future generations of law students.

This is a critical need. College costs have risen immensely. After four years of college in preparation for the study of law, private resources are apt to be drained. In many cases financial help must somehow be

provided for the student. There is, as we all are aware, no necessary correlation between private resources and talents that make for success at the bar. The average student, too, needs help—and we must remember that most of us were rather average students.

The money, be assured, is wisely used. Its disposition is solely in the hands of the Dean, who, upon consultation with his faculty, decides upon the areas of greatest need. This is as it should be, for the Dean, as the responsible head of the Law School, is in the best position to know what needs to be done.

III. THE MANPOWER

Alumni Will Staff Drive

Regional, State, and Local Chairmen will staff the campaign. They will appoint their local Solicitors. This should be done as promptly as possible, and the names and addresses of those who will be on the job should be reported to Ann Arbor.

Regional Chairmen—The country is divided into 13 Regions, each headed by a Regional Chairman, who will be responsible for the campaign in his Region. He will appoint State Chairmen where more than one State is included in his district and see that they have such aid and counsel as they may need in the selection of Local Chairmen under them and in the conduct of the campaign generally. Where the Region includes only a single State or a portion of a State, the Regional Chairman will appoint local, county and city chairmen in such areas as considerations of geography and population may suggest to him will most effectively provide an organization that will carry the message of the Law Fund to alumni in the area.

State Chairmen—There will be a separate State Chairman in each State—except in Michigan, which is divided into three Regions (with the Regional Chairman serving as the active head man in his geographic area) and except in Regions embracing but a single State (i.e., Ohio, Indiana, Illinois, California, and Hawaii) and in such cases, the Regional Chairman will serve also as State Chairman.

The State Chairman will appoint Local Chairmen under him and will give help and counsel as may be needed to see that the campaign is staffed and effectively carried on. He may want to subdivide his State by counties, by groups of counties, or by cities, and appoint a Chairman for each such area if he concludes this will provide the most effective organization under conditions prevailing in his State. He will call freely on his Regional Chairman and on the staff at Ann Arbor for any help he may need. The object is to create an organization that will effectively carry the campaign to all our alumni—for therein lies the key to success.

Local Chairmen—State Chairmen will appoint Local Chairmen in local areas where alumni are gathered in significant numbers. For this purpose, four is a significant number. If there are as many as four gathered in a community, or in a geographic area within reasonable reach, a Local Chairman should be named to carry the message to his three fellow alumni. A review of alumni lists, when they come from Ann Arbor, or in advance, by use of the Law School Directory (even though it is quite incomplete for the last one issued in 1959 is five years out of date) will enable the State Chairman, who will know the geography of his State, to identify the areas where it would be desirable to appoint Local Chairmen.

Solicitors—Local Chairmen, with the aid of State Chairmen, will appoint the local Solicitors. *The object is to make man-to-man contact.* Accordingly, every effort should be made to have sufficient manpower on the job so that no Solicitor will be called on to interview more than four alumni.

Many have volunteered their help. The response of alumni has been genuinely heartwarming. The names of those who have volunteered will be sent by the Ann Arbor headquarters to State and Local Chair-

men. It is believed that this list, along with those who have served in past campaigns, will provide sufficient help so that there will be no problem in staffing the campaign with adequate manpower. The object should be to spread the work so that no one will be called on to carry an undue burden. We want no one made saddle-weary. If, in a given area, there is a deficiency in manpower, the State or Local Chairman will resort to the draft.

IV. THE OBJECTIVE

Every Alumnus To Be Reached

The objectives of the campaign are two: The *first* is to reach every alumnus of the Law School. The aim is to get *man-to-man contact* in every instance where this is possible. This, without question, *is the key to success*. There is *no substitute* for the personal interview.

Where alumni are so widely scattered and distance is so great as to make personal interview impractical, the message of the Law Fund will go by mail. The State Chairman in each instance, after he has determined which areas can be effectively reached by personal solicitation, will write to alumni who cannot be so reached to invite them to share in this campaign. The State Chairman will be free to use, for this purpose, the letter that will be supplied to him from Ann Arbor or he may write his own, or use both the form letter and his own, as he may think best.

Every Alumnus A Contributor

The *second* objective of the campaign is to convert every alumnus into a contributor—*whether his gift be large or small*. Circumstances vary, calls are many, and not all can do all they might wish. Although it is hoped the amount raised will exceed the sum raised in the past campaign, the success of the campaign will be measured not by the dollars contributed, but by the numbers who join the ranks of contributors. Last year—in the Fourth year of the campaign—2,947 of the alumni of the Law School contributed to the Law Fund. This year the objective is to achieve a substantial increase in the numbers who contribute.

V. ORGANIZATION OF SOLICITATION

In Cities With Large Alumni Concentration

In many centers of population the concentration of alumni is such that special arrangements are needed. An example is Detroit. Here, in a single building, there may be more alumni than in many cities. Last year the campaign in Detroit was organized under 23 team captains and 89 lieutenants. The result was a spectacular increase, over the year before, of 27% in the number of contributors. In two years the number of contributors from Wayne County has jumped from 193 to 330 to 422. Chicago had a similar experience and substantially increased both the number of contributors and total gifts last year.

These results suggest that the same kind of organization in other large centers may help reach heretofore untapped resources. State and Local Chairmen who wish to know more of the Detroit and Chicago experiments, with a possible view of adopting similar procedures in their own locality, should direct their inquiries to Fund Headquarters in Ann Arbor. They will be given help. If desired, representatives from Ann Arbor will visit local areas to help plan the campaign.

In any case, those responsible for the solicitation in the larger centers of alumni concentration, should formulate their plans at as early a date as possible and advise Ann Arbor of any help they may need and of any special way in which they wish their solicitation materials sorted.

In Other Areas Having Smaller Alumni Groups

In many cities there are alumni in numbers ranging from about 30 to 60. In these areas plans for solicitation should be worked out by the Local Chairman with whatever help and suggestions he may need from his State and Regional Chairmen or from Fund Headquarters in Ann Arbor. State and Local Chairmen should, as soon as possible, advise Ann Arbor of their plans for the solicitation and of the way they may wish the solicitation materials for their areas sorted or arranged.

In other areas, with smaller numbers of alumni, the same plan of personal solicitation should be followed.

Meeting With Solicitors To Plan Local Campaigns

Wherever it is possible to do so, the Local Chairman should gather his Solicitors together for a preliminary meeting at or before the start of the campaign. In some localities, a "Dutch-treat" luncheon meeting has proved especially useful. Such a meeting will aid the Chairman enormously in assigning alumni to particular Solicitors. Sometimes a stranger can make the best approach to a fellow alumnus. On the other hand, in many instances this will not be so; the invitation to contribute would have been better received had it, in a specific case, come from some other alumnus. A general pre-campaign meeting will, therefore, be extremely useful in making the proper assignments. Such meeting will also help in supplying needed information to those who will be on the firing line.

If a general meeting is not possible, the Local Chairman should, in any event, before making assignments, confer with his fellow workers in his area in whose judgment he has confidence concerning the matter of assignments. They may have helpful suggestions.

Those Beyond Personal Reach Are to Be Solicited by Mail

Where distances are great and alumni scattered, the solicitation will be handled by the State Chairman. He will write to each alumnus, using the form that will be supplied from Ann Arbor or his own or a combination of both, as he may think best.

Solicitation Plan For Special Gifts

In many communities there will be individuals able and willing to make substantial contributions to the Law Fund. For example, a gift of \$10,000.00 (Payable at one time or in installments of \$1,000.00 a year for 10 years) or provision of \$15,000.00 by will or trust are conditions for eligibility for membership in the Presidents Club. The Presidents Club (as of the end of 1964) had 268 members, of whom 30 are lawyers. Other donors may be able and willing to make contributions that even if on a lesser scale are, nevertheless, substantial and deserving of special attention. Accordingly, a Special Gifts Committee has been organized under the direction of John S. Tennant of New York to aid in handling such situations. Local and State Chairmen should report to Ann Arbor the names of potential Special Donors and, in any case, should appeal to Ann Arbor for the help of the Special Gifts Committee in cases where it appears such help may be effective. In many cases of such potential Special Donors, the solicitation can be most effectively handled by the Local or State Chairman. On the other hand, there will be instances where the Special Gifts Committee will be able to help. Any special gifts which may result, whether from the efforts of the Special Gifts Committee or with its assistance, will be treated as part of the yield of the local solicitation and will be included in the totals in the local and state areas from which such gifts come. The point is that for the handling of special situations, we now can assure you of help.

Discussion of such problems with Ann Arbor may be useful to State and Local Chairmen in deciding how a given situation should be handled.

The Special Gifts Committee will also be prepared to help in the case of special situations where alumni have abandoned the practice of law to become corporate executives or have left the general practice to become corporate counsel. Consult Ann Arbor headquarters for any needed help in such situations.

The energies of the Special Gifts Committee should, of course, not be scattered, but should be concentrated on those cases where special efforts may produce very special results.

Solicitation of Alumni Who Have Become Judges

In some instances it may be awkward for one to solicit contributions from one who has become a judge or, on the other hand, for a judge to solicit contributions from alumni who are lawyers practicing before him. Accordingly, Judge James R. Breakey, Jr. of Ann Arbor has agreed to undertake the task of carrying the message of the Law Fund to his brothers on the bench. Judge Breakey will make this appeal by mail.

Our list of those who have attained judicial office may not, in all instances, be complete. In any case, the Local Chairman, finding a judge assigned to him for solicitation, should consider reporting this to Fund Headquarters in Ann Arbor with his recommendation as to whether the individual in question should be re-assigned for attention solely by Judge Breakey. The proper course will often depend upon personal and individual relationships. The point here is that we do not want to cause embarrassment to anyone or to depart, in any way, from whatever course may, in a given situation, be appropriate. In these and other situations, Local Solicitors and Chairmen will use their own good judgment as to what is appropriate.

The plan is that Judge Breakey will write to all judges—to the extent our lists are complete—and leave it to the judgment of those on the scene to decide whether a personal interview by the local Solicitor, or by the Local Chairman, is desirable. The situation will vary from community to community depending upon the local practices and local relationships.

Law Class Agents Aid in Follow-Up

After the time for personal solicitation has passed, some alumni may remain to be reached. In reaching such persons, the Class Agents of the various law classes have, in the past, given the Fund great help. They will do so again this year. John Morrow of Birmingham, Alabama will be in charge of the Law Class Agents organization for the Law Fund and, with the help of the Law Class Agents, will carry the message of the Law Fund to those not theretofore reached.

Local Follow-Up

Although the work of the Law Class Agents has been of great help, Local Chairmen also are encouraged to follow up with personal interviews. This can be particularly important when, at the time of the original solicitation, the alumnus says he wants to wait until nearer the end of the year, or even after the end of the year, to review his position. Local Solicitors and Chairmen will again use their own best judgment as to when this is appropriate. The follow up by Class Agents will, necessarily, be by mail. Nothing can take the place of the personal interview. Many will find this a good excuse for a luncheon invitation extended to a fellow alumnus one ought to know better anyway.

VI. MATERIALS FOR SOLICITATION

Each Local Chairman, during the month of August, will receive a package of materials from Ann Arbor. It will contain:

1. **Envelope for each alumnus** in the area, printed to show that its contents concern the Law School, but without a specific return address. It will bear an Addressograph plate imprint of the name and business address of the alumnus. (The envelope is used as a convenience only; it is not intended that it be mailed, but may be used for personal delivery).
2. **Gift cards and business return envelopes** bearing the Ann Arbor address of the Law School Fund, for use in mailing contributions.
3. **Printed folders** supplying information about the Law Fund.
4. **Letters for signature** by the Local Area Chairman. These letters should not be mailed except in the rare case where personal delivery and a personal interview prove impossible. For that matter, the letter need not be used at all. It is supplied only as a convenience for those who wish to use it. The Local Chairman may in some cases wish to write his own letter and state in his own way the appeal of the Law Fund. Or he may want to use the general letter and add another of his own. Such matters are, of course, left to the Local Chairman.
5. **Instructions for Solicitors.** A supply of these will be included to aid the Local Chairman in acquainting his Solicitors and other helpers with their responsibilities.
6. **Copies of this memorandum** will also be included for distribution to Solicitors and others concerned. It is believed that the Solicitor can more effectively carry out his part if he is advised of the general plan of the campaign. Additionally, the memorandum may convey information that otherwise may not have come to the attention of the Solicitor.
7. **List of alumni** to be solicited. An asterisk (*) will identify those who have contributed to the Law Fund in previous years. The date and amount of the latest contribution will be shown. A check (✓) will identify those who have contributed to the University but have not designated their gifts for the Law School. There should be no attempt to divert such gifts. However, the Law Fund should be made known to such donors. They may wish to aid. The list will include the names of alumni who already have contributed to the 1964 Law Fund. It is not intended that one who has already contributed to this year's campaign be asked to do more, unless there are circumstances that lead the Local Chairman to believe it would be appropriate to extend the invitation anew. What, if anything, the Local Chairman may wish to do in such case, is left to his discretion and his good judgment. He may wish to do no more than to call his fellow alumnus and thank him for his pre-campaign contribution.
8. **Annual report** of 1964 Law Fund. The report will give the names of contributors to last year's Fund and may help Solicitors in carrying on the work this year.

Like materials will be sent at the same time to State Chairmen for their use in making the mail solicitation of those who cannot be reached by local Solicitors. Because some may want to use their own mail, the stamps supplied from Ann Arbor will not be affixed to the envelopes, but will be placed loose in the

parcel. (If it should turn out that the postage supplied is inadequate, report this to Ann Arbor and you will be reimbursed).

Each Chairman should prepare records by which he can keep track of the progress of solicitation. He must know the names of those assigned each Solicitor. He should keep informed concerning the progress of the Drive, and, if unhappily, there be laggards on his staff, he may have to supply prod, inspiration or just plain help.

Each Chairman should also establish some method of keeping track of information concerning alumni addresses (*particularly addresses!*) alumni comments about the Law School or the Fund, alumni deaths, and other information that may be useful in this or future campaigns, so that he may report such information to Law Fund Headquarters in Ann Arbor. If there are criticisms, be sure to report them. In that way, we learn. In the past, we have been able, in some instances, to find, and satisfy all concerned, that a given complaint rests upon misunderstanding and is indeed groundless; in other instances, it has been possible to take corrective steps to prevent recurrence of the kind of thing that has proved a cause of friction. Do, therefore, pass information to Ann Arbor. In this way, too, we help the Law School.

VII. AMOUNT OF GIFT

Whatever the Amount, Let Each Participate

The Law Fund will not say to anyone how much he should give. That is for each to decide for himself. Some will give \$100, \$500, \$1,000, and more. Last year the average gift was an even \$49.00. It is hoped, of course, that the average this year will be substantially higher. We all have benefited immensely from the opportunities the Law School has opened for us. We—all of us—share a debt to those who went before. We cannot repay it to those who provided our advantages, but we can, in part, now make a payment on that debt. Doing so, we will help assure our Law School the resources to maintain its pre-eminence.

Every gift, whether it matches, exceeds, or falls far short of last year's average of \$49.00 will be immensely appreciated. *The important thing is that each one contribute*—whether it be much or little. We want to make it possible for every alumnus to share in this cause. There will be no distinctions among us. Every giver will be equally blessed.

VIII. ACKNOWLEDGMENT OF GIFTS

Receipts Will Be Mailed Promptly From Ann Arbor

When a gift is received in Ann Arbor, an acknowledgment with an appropriate expression of appreciation will immediately go to the donor. Copies of the official receipt will go to Regional, State and Local Chairmen to enable them to keep track of the progress of the Drive, and so that they may know when and where extra efforts may need to be exerted. It will be desirable, also, for the local Solicitor or the Local Chairman, to call or write a personal message of appreciation.

Gifts Should Be Sent To Ann Arbor Promptly

It is important that gifts be dispatched to Ann Arbor promptly. In the nature of things, it takes some time to roll the machinery, and when the official receipt is additionally delayed by late dispatch of the gift, the donor, as we have sometimes found in the past, is concerned. Sometimes he writes to inquire. Take, therefore, particular care to see that each gift is promptly sent to Fund Headquarters in Ann Arbor.

**Law Fund Gifts Also
Count on Alumni Fund**

All gifts to the Law School Fund are credited to the University of Michigan Alumni Fund as well. Many, especially those who have undergraduate as well as Law School ties to the University, contribute to both Funds. This should be encouraged.

IX. TIME OF CAMPAIGN

**September 15 to October 31
To Be Devoted to Campaign**

The Law Fund campaign solicitation will occupy the period from September 15 to October 31. Each Local Chairman will decide on the particular time within this period that will best conform to local conditions and circumstances. He may wish to start his drive promptly on September 15. He may wish to spread it over most of the period allotted for the campaign, or he may wish to concentrate efforts in the space of a week or two. All these things, each State and Local Chairman will decide in the exercise of his best judgment.

**Remainder of Year To Be
Used for Follow-up Work**

The period of intensive personal solicitation should be completed by October 31, 1965, to leave the balance of the time to the end of the year available for needed follow up work. During this period, Local Chairmen should, to the extent necessary, continue their personal interviews. The necessary follow up work will continue until the campaign officially closes at midnight, December 31, 1965. If an alumnus says, "See me after January 1," by all means do so. If he contributes during January he will be considered as a contributor to the 1965 campaign.

**Material for Solicitation
Will Be Mailed in August**

The material for solicitation will go out from Fund Headquarters in Ann Arbor in August—ready for the start of the campaign on September 15. If the Ann Arbor bundle does not arrive in that period, it will mean error has intervened somewhere. In such event, communicate promptly with Ann Arbor. It will be useful, also, if each will acknowledge receipt of the material when it arrives, to ease anxiety at Fund Headquarters about non-delivery.

X. THE OPPORTUNITY

**Objective Will Be To Get
Message to Every Alumnus**

Michigan Law Alumni have responded generously to the call of the Law School. Opportunity exists for doing more—much more—without materially increasing the burden on anyone, merely by making sure that the message of the Law Fund is carried to *every* alumnus.

Last year: \$14,898.13 was the amount contributed.
 \$49.43 was the average gift.

The challenge presented is to show this year—in the fifth campaign—the same rate of growth as was achieved last year. Here are the figures that mark the growth of the Law Fund from its inception—a record of which every Michigan alumnus may feel proud:

	1961	1962	1963	1964
Amount Raised	\$49,663.61	\$87,493.94	\$128,012.81	\$144,898.13
Number Who Contributed	1,198	1,820	2,510	2,931
Average Gift	\$41.45	\$48.07	\$51.00	\$49.43

Note especially that the record last year was established by approximately 32.5% of our alumni. Now—let's carry the message to the remaining 67.5%.

XI. MISCELLANY

Many of you will have ideas that will help in this or future campaigns. Send them to Fund Headquarters in Ann Arbor. And, so, thank you—each and everyone!