

Wiltwyck School - Misc,  
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James Grappi

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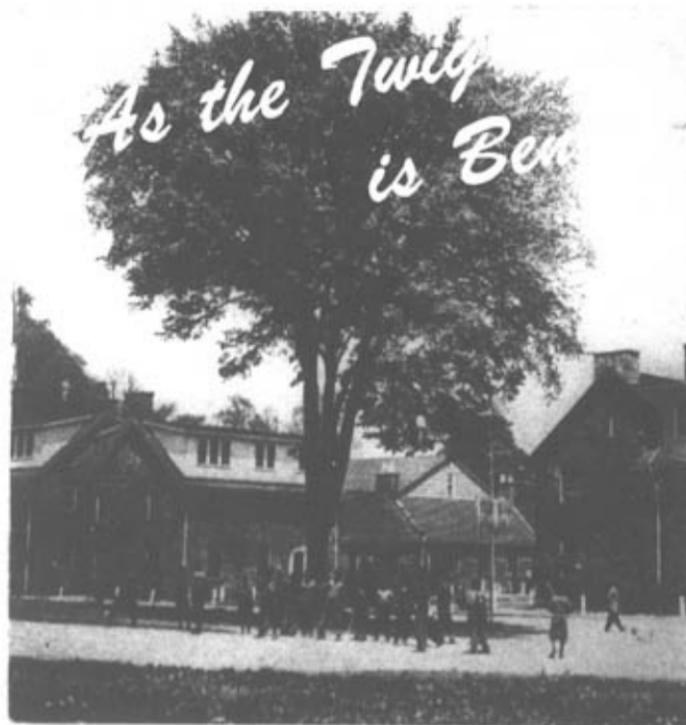
William Damm

WALTER MACHYSKI

Wiltwyck School

For Boys.

Edy / Sara



*As the Twig  
is Bent*

*... So  
the  
Tree's  
Inclined*

*Alexander Pope*

## Wiltwyck

AID TO YOUTH

A \$1,000,000 Campaign  
for the  
WILTWYCK SCHOOL  
FOR BOYS

Alfred Gwynne Vanderbilt  
*Campaign Chairman*

Mrs. Franklin D. Roosevelt  
Harry Brandt

*Co-Chairmen,  
Executive Committee*

Oren Root, Jr.  
*Treasurer*

Suite 173, Hotel Astor  
New York 19, N. Y.

## THE WILTWYCK SCHOOL FOR BOYS, INC.

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Robert L. Cooper  
*Executive Director*

## This Is Wiltwyck

WILTWYCK SCHOOL FOR BOYS, privately financed and operated, is a non-sectarian and inter-racial institution with an educational, recreational, medical and mental hygiene program for delinquent and neglected boys.

IT occupies about 250 acres of hills and fields in the Hudson River town of Esopus, N. Y., where, in its elm-shaded fieldstone buildings, scores of unhappy city boys have learned for the first time of human kindness and understanding. For most, Wiltwyck is their first glimpse of natural beauty.

THERE are no walls or fences around Wiltwyck. There are no straps or paddles. Here is created a new type of community in which emotionally disturbed children meet, many for the first time, adults who are understanding and warm, adults ready to give real affection to the boy who in a too-brief span of life has already been defeated.

... So  
the  
Tree's  
Inclined

*Alexander Pope*

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Harry Brandt

*Co-Chairmen,  
Executive Committee*

Oren Root, Jr.  
*Treasurer*

Suite 173, Hotel Astor  
New York 19, N. Y.



## 'As the Twig is Bent . . .'

**I**N the steel and asphalt wilderness of New York there are few trees. And those that grow are twisted and warped, their tender twigs bent early in the struggle for existence.

There are children, too, in the city streets; children whose lives are also bent in the unequal struggle for a place in the sun.

And as the twig is bent, so the tree's inclined. The struggling tree and the struggling boy grow warped and crooked in the lots and alleys of a city.

Sometimes the soil is fertile and the tree may reach the sun. Sometimes the boy's roots may grow in the richness of a wholesome family life and he will rise above the streets.

But sometimes the tree will wither and die in barren ground. Sometimes the boy, ill-fed and rejected by the soil whence he came, will fail and in failing become a problem to the society which has defeated him.

Wiltwyck is for such as these.

Boys who have known only harshness  
and fear learn kindness at Wiltwyck

## Wiltwyck

AID TO YOUTH

A \$1,000,000 CAMPAIGN

for the

WILTWYCK SCHOOL

FOR BOYS

Alfred Gwynne

Campaign Chairman

Mrs. Franklin D. Roosevelt

Harry Brundage

Co-Chairman

Executive Committee

Oren Root

Treasurer

Suite 173, Hotel

New York 15



**W**ILTWYCK was founded in 1937 for delinquent and neglected boys between the ages of eight and twelve. There was then no place for such boys. They could only be turned back into their previous environment to wander farther along the path of delinquency to crime.

In 1942 it became an inter-racial, non-sectarian school, operating without endowment. Open to all races and creeds, it has served a large percentage of Negro boys since there are few places to which these boys, who need to be cared for outside of their homes, can be sent. All of the boys are committed to Wiltwyck by the City of New York. All have presented serious behavior problems to their families, their schools and to the community.

While still very young, many of them have become potential dangers to society. Many have been called "hopeless."

To help these boys grow so that their lives may be useful is Wiltwyck's job.

Creative activity at Wiltwyck

## Wiltw

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A \$1,000,000 C

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FOR BO

Alfred Gwynne

*Campaign Ch*

Mrs. Franklin D.

Harry Bra

*Co-Chairm*

*Executive Com*

Oren Root

*Treasur*

Suite 173, Hot

New York 19



**I**N the six years since 1942, Wiltwyck has achieved national recognition of its program for sound and intelligent treatment of children with serious behavior problems.

Primitive punitive custodial methods are left behind. Affection, understanding and cooperation are the pattern of approach to the child who has known only rejection and abuse.

The program is based on what the study of mental hygiene has revealed about the personality development of children. The visible softening of the boy's attitude in the presence of understanding, affection and respect for his individuality is a most rewarding and satisfying experience.

While the boy is at school a social worker tries to help his family to modify its attitudes, so that the boy may return to a healthier environment.

Most boys leave Wiltwyck better adjusted, more sure of themselves and better able to meet life.

Truants learn to study at Wiltwyck

## Wiltwyck

AID TO Y

A \$1,000,000

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WILTWYCK

FOR B

Alfred Gwynne

*Campaign C*

Mrs. Franklin D.

Harry B

*Co-Chair*

*Executive C*

Oren Ro

*Treasu*

Suite 173, H

New York

## Wiltwyck Needs Your Help

When the Protestant Episcopal City Mission Society, which had supported Wiltwyck, found itself unable to continue its support. At Wiltwyck was vitally necessary, a small group of patriotic citizens undertook to carry it on. They were concerned for the children served by the school, but with the possibility of setting a pattern for the rehabilitation of delinquent boys everywhere.

Over the years, increased operating expenses, constant development of the school and the necessity of expansion have created a financial crisis.

The Board of Directors has authorized a three-year campaign for raising the capital and operating needs.

Help Wiltwyck to go on. Your contribution can and will make the difference between a bent twig, a boy who can grow straight to a tree.

Can you afford to fail him? Your help. He needs it now. Can you afford to fail him?

## The Need—\$1,000,000

I (we) hereby subscribe to the WILTWYCK SCHOOL FOR BOYS, INC. for its capital and maintenance needs, the total sum of

Payable herewith \$ \_\_\_\_\_ Balance as follows:

Name \_\_\_\_\_

Address \_\_\_\_\_

Date \_\_\_\_\_

*Please make checks payable to:  
Treasurer, Wiltwyck School for Boys, Inc.  
(Gifts are deductible for income tax purposes)*

W

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A \$

W

Alfred  
Ca  
Mrs. I

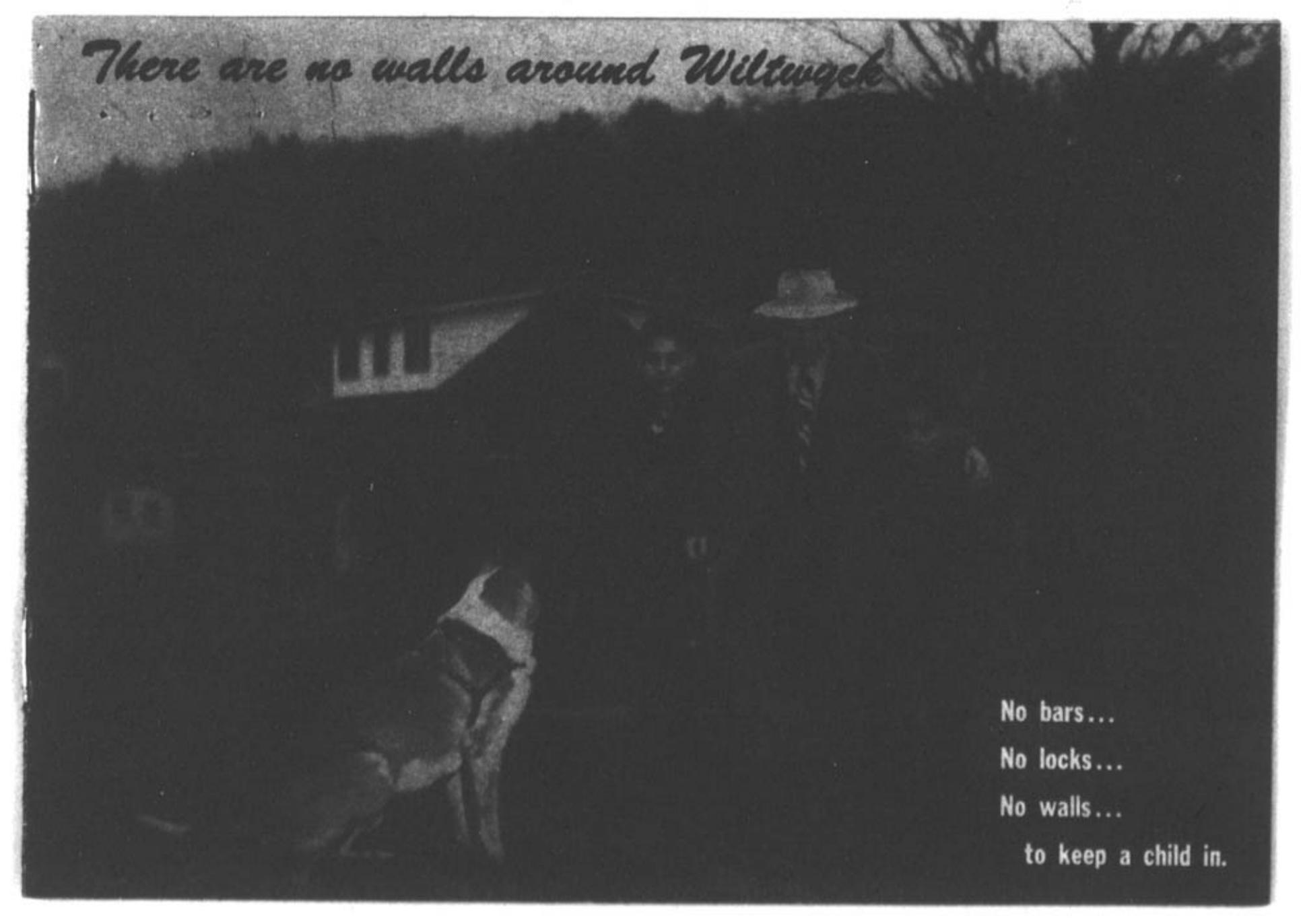
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Sui  
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## Your Gift Can Insure:

Services of remedial teacher for one school year . . . . .	\$3,400	Routine X-Rays for all the children at Wiltwyck for one year . . . . .	100
Arts and crafts supplies and materials for one year . . . . .	1,200	Approximate cost of one tonsillectomy, \$25—Yearly average, 20 . . . . .	500
Athletic, playground and game equipment for one year . . . . .	1,000	Half-time services of psychiatrist for one year . . . . .	5,000
Boy Scout uniform and equipment for one boy, \$25— Needed for 55 Scouts	1,375	Food for one year for one child . . . . .	350
Part-time services of chaplain and religious director . . . . .	500	Clothing for one boy for one year . . . . .	110
Part-time services of physician . . . . .	2,400	Fresh milk for entire School for one year	5,900
One year's supply of medicine for the School's health program . . . . .	1,000	Bread for entire School for one year . . . . .	2,000
Part-time services of dentist for one year	1,000	Fruit and vegetables for entire School for one year . . . . .	1,650
		Meat, butter and fish for entire School for one year . . . . .	7,350

*There are no walls around Wiltwyck*

A dark, grainy black and white photograph. In the center, a man wearing a dark suit, a white shirt, a dark tie, and a light-colored hat stands in front of a dark house. The house has a few windows, some of which are lit from within. In the lower-left foreground, a dog is visible, looking towards the camera. The overall scene is very dark, with the man and the dog being the primary points of light.

No bars...

No locks...

No walls...

to keep a child in.



## What is Wiltwyck?

Wiltwyck is a non-sectarian, inter-racial school for delinquent and neglected boys.

Wiltwyck is a home for New York City boys who are in trouble, for children the Courts or Welfare Department have judged to be unable to adapt themselves to their homes, their schools, and the society in which they live.

Wiltwyck School for Boys is a school and a home; it is an institution in which these delinquent and neglected children live according to an educational, recreational, and therapeutic program designed to change them from emotionally disturbed boys into useful citizens.

Wiltwyck is a privately financed and operated Children's Community, where small boys who have never known the meaning of home, parents, and feeling loved, find for the first time the understanding and guidance they need to rebuild their twisted and shattered lives.

It's a tough move! Even the counselor seems stumped. A group of children in the recreation hall.



## Where is Wiltwyck?

Wiltwyck is where there are no bars, no locks, no walls, where windows and doors are never locked.

Wiltwyck is where boys between the ages of 8 and 12, who are so untrained emotionally and socially that they cannot remain in their own families or fit into any foster family group, receive help in accordance with the best and latest scientific standards of child care.

Wiltwyck is where there is that combination of intelligently planned freedom and direction which changes disturbed and anti-social boys from hurt, unhappy and potentially dangerous children, into well-adjusted, useful members of society.

Wiltwyck is where boys who have been judged delinquent learn to live in a democratic way; where they elect their own committees and their own student council to run the day-to-day activities of the school.

Wiltwyck is about 80 miles from New York City, in Esopus, New York. The school's buildings are set in 250 acres of rolling Hudson River Valley country, across from Hyde Park.

In addition to the academic school maintained on the premises by the Board of Education, Wiltwyck has its own Remedial program—for those boys who need help in mastering learning. Here are a few students doing an exercise of matching descriptive captions to objects.



## Why is Wiltwyck?

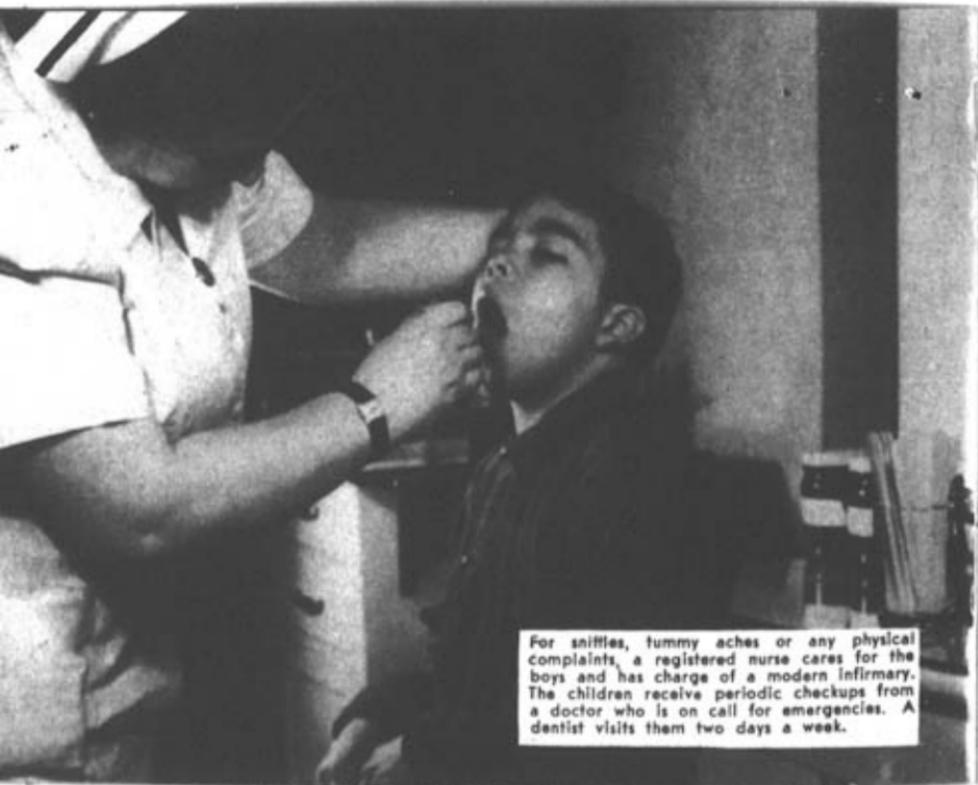
Wiltwyck is . . . . . because there is no publicly operated or wholly publicly supported institution for the long-term care of New York City's delinquent or neglected children under the age of 12.

Wiltwyck is . . . . . because the need is so great — there are often five or six hundred children waiting in temporary shelters for placement in foster homes or other child-care institutions — that it is a community necessity to meet that need.

Wiltwyck is . . . . . because neglected and delinquent children can be successfully treated in a place where security, warm understanding and the most modern concepts of mental hygiene are the basis for a care, treatment and education program.

Wiltwyck is . . . . . because without our care, most of the boys would grow to adults confined to penal institutions and mental hospitals. It is cheaper in both human values and in dollars and cents to care for these children *now*, than to allow them to become non-productive, destructive and costly burdens to themselves and to society.

Finishing up the airplane requires utmost concentration! The arts and crafts program includes painting, working with clay, woodwork and weaving.



For sniffles, tummy aches or any physical complaints, a registered nurse cares for the boys and has charge of a modern infirmary. The children receive periodic checkups from a doctor who is on call for emergencies. A dentist visits them two days a week.



*There Are No Walls Around Wiltwyck . . .*

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Alfred Gwynne Vanderbilt

### Administration Offices:

271 West 125th St., New York City 27



### School Location:

Esopus, New York

Kirshner

up for the... but we had



The SHERRY-NETHERLAND  
FIFTH AVENUE AT 50TH STREET  
NEW YORK 22, N.Y.

Yll  
copy sent  
with check  
1/10/49

January 12, 1949

Dear Mrs. Roosevelt,

My donations last year were much above 15% of my income; I was therefore compelled to start this month.

I am enclosing twelve checks, and hope to be in a position to keep this

Thank you very much for your

and we had some had very  
delightful talks; Sister could  
could not come, as she was  
laid up with a cold, she  
is now back in school.

My love to Elliott  
and Faye and loads of  
love to yourself, I remain  
devotedly yours,  
Walter  
I love you, love you, love you.

up for the rest of my  
life. I may add that  
in my last will, I have  
provided 5% of my entire  
estate to this worthy  
cause.

John and Anna and  
Buzz have spent three  
week-ends on my ranch.

My kindest regards to you

Miss Thompson

in my best wishes

to the success of your

venture to the West

and

John and Mrs

and your family

and your friends

A  
FUND-RAISING STUDY AND REPORT  
OUTLINING  
A THREE-YEAR PROGRAM  
FOR  
THE WILTWYCK SCHOOL FOR BOYS, INC.

Prepared by  
The Public Relations Department  
Wiltwyck School for Boys, Inc.  
New York City

November, 1947

### INTRODUCTION

As a basis for planning and carrying out a program designed to meet the urgent financial needs of The Wiltwyck School for Boys, Inc., its public relations department has made a thorough study of the agency's fund-raising picture.

We believe that Wiltwyck can raise, over a three-year period, the estimated \$287,000 needed for vital capital expenditures as well as the estimated \$713,000 needed for operating expenses, salaries and other budgetary requirements. This \$1,000,000 is referred to tentatively in this report as the Wiltwyck Development Fund.

The raising of this fund will be a difficult task. It is a task which the public relations department can merely plan, guide and coordinate. Its accomplishment calls for an all-out effort on the part of each member of the Wiltwyck "family." It will mean raising the sights of present givers as well as increasing materially the number of individuals and groups interested in supporting the Wiltwyck program.

As is stressed throughout this report, there are definite, serious obstacles to be overcome. Undoubtedly there are others which we have not touched, for it is not the function of a public relations department to analyze or make recommendations regarding the professional program of the agency. Suffice it to say that our house should be in

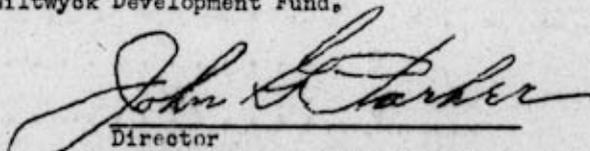
good order before we place ourselves before the critical, analytical gaze of the giving public.

In making this study, we have divided the work into two parts:

THE ANALYSIS, in which we examine the history of Wiltwyck and its fund-raising assets and liabilities as regards the case, sources of support, leadership and workers. Here, too, we draw specific conclusions as to how much money can be raised and when it should be raised.

THE PLAN OF ACTION, in which we outline the specifications for fund-raising and present plans of organization and publicity, as well as the factors affecting the budget.

In making this study and report, we have found the members of the Board of Directors and of the Wiltwyck staff most helpful. We avail ourselves of this opportunity to acknowledge their many courtesies. Their spirit of cooperation and devotion to the task ahead will mean much toward the success of the Wiltwyck Development Fund.

  
Director  
Public Relations Department

November, 1947

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THE ANALYSIS

PART I

PART I

THE ANALYSIS

PART I - SECTION ONE

BACKGROUND

INTRODUCTION. In this Section we examine the past, present and future of The Wiltwyck School for Boys, Inc.

I. FOUNDING.

1. Wiltwyck was founded in 1937 under the auspices of the Protestant Episcopal City Mission as a result of pressure by children's court judges, city school psychiatrists and others interested in development of proper facilities for the care and treatment of disturbed children.
2. In 1942 the Protestant Episcopal City Mission announced that it could no longer afford to maintain the School.
3. The present corporation was founded in 1942 by a nonsectarian, interracial committee of psychiatrists, jurists, social workers, clergymen and public-spirited laymen.

II. ORIGINAL PURPOSE.

1. Wiltwyck was established to meet three outstanding needs that existed in New York City:
  - A. Absolute lack of facilities for the care of maladjusted

or "delinquent" Protestant Negro boys between eight and twelve years of age.

B. An urgent need for a preventive program for the treatment of Negro children who could be restored to health and social adjustment instead of being neglected until their anti-social behavior would lead them into serious delinquency and crime.

C. The necessity for development of a child care program which would contribute substantially to the integration of the Negro child in the over-all community program for children.

2. While Wiltwyck was established as a facility for New York's Protestant Negro boys, from its inception one of its purposes has been to contribute substantially to the development of more adequate and effective methods of treatment for maladjusted children regardless of race or religion.

### III. NEED.

1. When Wiltwyck was founded, it was the only treatment facility for Negro Protestant delinquent boys under twelve. Children's court judges could do nothing with such cases but send them back home, even though the home might be clearly unfit for the child.

2. Wiltwyck continues to accept mostly cases, both Negro and white, which no other institution will accept.

3. Wiltwyck has continually geared its program to meet the community's changing needs. Thus it has begun to extend its services into the child guidance and placement fields to meet urgent needs.

#### IV. DEVELOPMENT.

##### 1. Administrative and Executive Direction.

A. With but few exceptions the original group of citizens who incorporated the agency in the spring of 1942 continue to be Wiltwyck's Board of Directors. Each year additional friends of the School have accepted Board membership and share in the operation and management.

B. With the development of the School program and the undertaking of a more adequate casework program, the administrative structure was reorganized in 1947. The Executive Director, with offices in New York, is now the over-all supervisor of the agency, while the Director, with headquarters at Esopus, is in direct supervision of the School itself.

C. A department was created in 1947 to plan and carry out a public relations program.

##### 2. In Program.

A. The School now accepts white children and its staff is

interracial.

B. The number of counselor positions has been increased to shorten counselors' work hours, lessen their work loads and improve their effectiveness.

C. The extent and quality of the casework and psychiatric services have been improved.

D. The Director of the School and his assistant have taken on the major responsibility of teaching and training the counselor staff in the performance of their day-to-day job.

E. A specially trained remedial teacher has been added to the staff.

F. A full-time activities counselor has been added to the staff.

G. The guidance of the Cooperative School for Teachers has been sought in an effort to improve the academic school.

H. A teacher has been employed to extend some phases of the academic program through the summer months.

#### V. FINANCIAL HISTORY.

1. Capital Assets. In April 1944, the New York Protestant Episcopal City Mission Society made immediate conveyance of land,

buildings and furnishings, located at Esopus, New York, to the Wiltwyck School for Boys, Inc., in consideration of the sum of \$10,000. In turn, a bond for \$10,000 was made by Wiltwyck and delivered to the mortgagee, a friend of Wiltwyck who preferred to remain anonymous. The amount of the present mortgage stands at \$7,000. Since acquisition of the original properties by Wiltwyck, a new and modern dining and assembly hall has been added. This building, the joint gift of two Board members, was completed this year.

Unofficial estimates place the value of Wiltwyck land, physical plant and furnishings in the neighborhood of \$500,000.

2. Maintenance Funds. Wiltwyck has never had an organized fund-raising campaign but desultory efforts have produced the sums indicated in Part I - Section Four.

3. Public Funds.

A. Current Public Income - amounts to \$37,931.98, on an annual basis, from the City of New York.

B. Quasi-Public Income - since 1942 Wiltwyck, as a single function member agency of the Greater New York Fund, has benefitted by grants totalling \$48,917.32. It is interesting to note that included in this sum are four discretionary grants of \$5,000 each. This is mute testimony of the worthiness of Wiltwyck's work, since such grants from this Fund are the exception to the rule.

Note: In addition to these appropriations, the City of New York

actually contributes the salaries of the regular academic staff.

4. Endowments. Wiltwyck has no endowments.

VI. FUTURE FINANCIAL NEEDS. In determining the goal which the Wiltwyck Development Fund must seek, we have projected Wiltwyck's capital and operating needs over a three-year period as follows:

Capital Needs . . . . .	\$ 287,000
Operating Needs (including the current fiscal year) . . . . .	<u>713,000</u>
	\$1,000,000

The advisability of projecting both capital and operating needs over a three-year period and of raising this fund through a three-year effort is influenced by many factors:

1. The \$1,000,000 goal will "raise the sights" of both past and potential donors.
2. The \$1,000,000 goal is impressive enough to stress the urgency and the scope of our program, especially to the press and radio. The Advertising Council, for instance, takes into consideration the size of a campaign's goal in determining whether it shall be allotted radio time and advertising space.
3. The three-year plan, by the inclusion of capital needs, will permit us to seek gifts from business interests and labor

organizations with the sanction of the Greater New York Fund.  
(The Greater New York Fund forbids us to appeal to publicly-owned corporations and labor organizations for operating needs.)

- 4. The three-year program will also provide the added advantage of seeking larger pledges to be paid over a three-year period rather than smaller contributions to be given immediately.
- 5. It will provide for a greater variety of memorial and other gift suggestions.
- 6. It will help to absorb the disproportionate campaign costs which must necessarily occur during the first year.

In determining the three-year goal we have considered the following future needs:

1. Maintenance Needs, (Three-year period)

Budgetary needs determined on basis of 1947-48 budget . . . . .	\$454,000
Increase in salary for both new and present positions over 1947-48 budget . . .	30,000
Increase in maintenance, operation and program costs over 1947-48 budget . . . . .	143,000
Operating expenses of new group home project	50,000
Increase in cost for special and temporary services over 1947-48 budget . . . . .	6,000
Increase in academic school costs over 1947-48 budget . . . . .	30,000
	<u>\$713,000</u>

2. Capital Needs.

Purchase of New York City office building . . .	\$ 45,000
Renovation and improvements to existing School plant . . . . .	100,000
New living and recreation building for staff .	100,000
New concrete walk around quadrangle . . . . .	1,000
Building and equipping camp site on School property . . . . .	10,000
Renovation and modernization of swimming pool . . . . .	1,000
Purchase of property in New York City for group home project . . . . .	30,000
	<u>\$287,000</u>

VII. SUMMARY AND CONCLUSIONS. Although the three-year development program has a goal of \$1,000,000, this does not mean that \$333,333 is to be raised each year. Presently, we must contend with an excellent but small nucleus of leadership and a limited field of support. During the first year we should not expect to raise over \$175,000. The three-year program, however, should accelerate as time goes on due to expansion of leadership and the field of support. While within the family we will be working towards the \$175,000 goal during the first year, in the public eye we will constantly be striving toward the announced goal of \$1,000,000.

PART I - SECTION TWO

THE CASE

INTRODUCTION. In this Section we consider the "platform" for the Wiltwyck School appeal.

I. PRINCIPLES OF A GOOD CASE.

1. A first principle of successful fund-raising is that the campaign case or appeal must be "bigger" than the institution for which funds are raised.
2. The case must show the timeliness of the appeal. It must tell not only why to give, but also why to give now.
3. The appeal must be economically and sociologically sound.
4. The need must be presented dramatically so as to appeal to both the hearts and minds of those the fund-raising efforts seek to interest.

II. THE APPEAL FOR WILTWYCK AS IT STANDS TODAY.

1. It is a "laboratory" in the educational, recreational, medical and mental hygienic treatment of delinquent children whose anti-social behavior is caused by emotional deprivations in the home.

2. The School is vital to the community since it accepts children which no other institution will take.
3. It is firmly established. There is a waiting list of boys whom the judges have referred to Wiltwyck. As a result of its program, an increasingly large percentage of its boys leave the School as normal youngsters.
4. It is well organized and administered. During the past five years Wiltwyck has established itself as one of the country's best children's institutions.
5. Its leadership is respected. The presence of outstanding psychiatrists, judges and social workers on its Board insures the highest, most progressive professional standards.
6. Its ideas and concepts are serving as a pattern for the intelligent and scientific treatment of children everywhere.
7. It is an interracial community -- a demonstration of the fact that adults and children of different races can live together without discrimination and without friction.

### III. SPECIAL APPEALS TO SPECIAL GROUPS.

1. Special Interest Groups. Appropriate phases of Wiltwyck's program can well be stressed in appealing to clubs and organizations interested in interracial work, mental hygiene, progressive education and child welfare.

2. Foundations. Wiltwyck should have a strong appeal to foundations whose interests lie in any of the fields mentioned above, as well as to certain general philanthropic foundations.

3. Churches. Catholic and Jewish agencies care for "their own" cases of juvenile delinquency requiring rehabilitation. Since Wiltwyck assumes part of this same responsibility for Protestant boys, it should have an appeal to Protestant Church groups.

4. Bench and Bar. Since Wiltwyck works so closely with the Courts and has several outstanding jurists on its board, it should have special appeal to members of the bench and bar.

5. Progressive Groups. Since Wiltwyck serves boys who are undoubtedly the city's neediest, most neglected children, its appeal should be strong to labor organizations and other groups primarily interested in the betterment of standards of living conditions of the poor and other progressive movements.

IV. THE APPEAL FOR THE WILTWYCK OF THE FUTURE. Additional funds will make possible a stronger, more effective program as follows:

1. Strengthening of Present Services.

A. It will be possible to develop a much more skilled counselor and casework staff by paying higher salaries. It is planned eventually to have some counselor positions filled by professionally trained group workers, and to attract experienced caseworkers rather than taking on new

workers needing a great deal of on-the-job training.

B. The physical plant is not yet completely adequate or satisfactory. Plans include:

a. Substantial interior renovation in the four houses in which the children live.

b. Additional housing to provide some individual rooms for smaller counselor groups.

c. Additional quarters for staff and their families in a separate building some distance from the main school, to include small apartment units, adequate recreational and social facilities and a playroom for children. Such a building would enable family groups to live at the School so that the general environment would more nearly approach a normal community setting. This building would include social and recreational facilities for the entire staff.

C. A committee of the Board is working on ways and means to improve the academic program, which is now part of the New York Board of Education. It may be necessary to establish an independent academic school.

D. The qualitative aspects of the individual treatment services to the children must be strengthened. Essentially Wiltwyck is a psychiatric treatment agency in which the

best professional skills must be utilized in serving difficult and disturbed children. This indicates the necessity of:

- a. A larger casework staff to include case workers in residence at the school.
- b. Professionally trained group workers as part of the School staff.
- c. Increased use of the psychiatrist (preferably full time).
- d. Skillful leadership by specially trained and experienced persons for the arts, crafts, recreation, gardening and special interests program.

## 2. Extending Present Services to Broader Fields.

A. The Board has committed itself to planning to provide group living facilities for some of the children who have no families to which they might return, and for those whose families are so inadequate as to make it unwise to return the children to them. This plan means that the agency will be doing "placement work," an entirely new and additional function. It will be an experimental project, since no other agency is providing this type of care to children adjudged delinquent or to children who are seriously disturbed emotionally and have had an institutional placement experience.

B. The community is increasingly recognizing Wiltwyck as an agency equipped to provide specialized treatment services to children. The agency is getting increasing requests from parents who want some type of professional help, but are not interested in placing their children away from their home. This work is essentially preventive and takes the agency into a new, broader and expanding field.

V. WAYS AND MEANS OF STRENGTHENING THE CASE.

1. Through Interpretation. It is vital that not only special interest groups, but also the general public, should be made aware of the deficiencies in our child welfare set-up as well as the important role which Wiltwyck plays. Stress must be placed on how Wiltwyck differs from other agencies of its type.

2. Through Improving Quality of Service. To have the strongest possible case Wiltwyck must constantly improve its service so as to remain ahead of other agencies. At present, for instance, the after-service and other phases of the program deemed weak by the Board of Directors and staff should be strengthened as rapidly as funds permit.

3. Through Intensified Publicity. To strengthen Wiltwyck's influence in the development of child guidance programs elsewhere, its staff and Board of Directors should be encouraged to be active in speaking, writing, etc., to both the professional

and lay public.

VI. TESTING THE CASE. Measuring Wiltwyck's case according to the standards listed in Section I above, we reach the following conclusions:

1. Wiltwyck's case is bigger than the institution when viewed as a "laboratory" whose ideas and concepts are serving as a pattern for the treatment of children everywhere.
2. The appeal is extremely compelling. Present physical facilities are in dire need of repair. To improve the program new physical facilities are needed. Even without these expenditures the school is operating at a budget deficit, and Board members recently found it necessary to sign personal notes to replenish its depleted treasury.
3. The program is economically and sociologically sound since it is helping to rehabilitate as potential useful citizens boys who might well become permanent public charges if not for Wiltwyck.
4. Wiltwyck's case presents excellent possibilities for dramatic presentation since many of the boys it serves may well be called "nobody's children" or "New York's neediest, most neglected children." Their case histories can well be used (anonymously) to dramatize this fact.

## VII. CONCLUSION.

1. The case for the Wiltwyck of today is strong from the point of view of urgency of need and of importance to the New York City community and the child welfare field. There is a very real need for a private, non-sectarian agency such as Wiltwyck to continue to do experimental work in order to demonstrate what can be done for delinquent and unhappy children. It not only serves as a demonstration center but also sets the pattern for the type and quality of care that should be afforded children who show serious behavior deviations.

2. The appeal is especially strong to certain special groups, among them organizations interested in interracial problems, child welfare and mental hygiene.

3. The case of the Wiltwyck of tomorrow may well be strengthened by making the general public aware of the uniqueness of Wiltwyck, the influence it is exerting on programs elsewhere, and its constant effort to expand and improve its service. This might be accomplished through a long-term publicity program on a nation-wide basis, and through the securing and publicizing of endorsements from persons of national professional prominence.

PART I - SECTION THREE

LEADERSHIP

INTRODUCTION. In this Section we consider the questions:

What type of leadership should be sought?

Where will that leadership be found?

I. QUALIFICATIONS. Strength of leadership will, in great measure, determine the strength of the entire campaign. The men and women enlisted to lead this campaign must be able to enlist the active support, sponsorship and counsel of all groups from which campaign support will be sought. They must be in wholehearted agreement with the campaign purposes and plans and be able to devote their time to it. They should be men and women who will set giving and working standards for the rest of the campaign organization.

At the top-leadership level, Wiltwyck has an unprecedented opportunity to enlist the support of men and women outside the Wiltwyck "family." The case is such that it should appeal to many progressive and prominent people who have not heretofore been connected with Wiltwyck. This "outside" support must be enlisted if the necessary broadening of the giving basis is to be achieved.

## II. SOURCES.

1. The Board of Directors. These men and women are wholeheartedly behind the Wiltwyck program; they command widespread respect and they stand as the essential nucleus of a strong sponsoring body.

It is believed that at least 25 are available for positions of active leadership in the campaign.

By way of evaluating this potential campaign leadership, we know the fact that Wiltwyck has chosen its leadership more for its vision and desire to serve fellow human beings than for mere wealth or social position. We also detect the names of fewer than 10 men and women who have been prominent in the big wartime campaigns in New York City.

Although some of the men and women who will be called upon to work in top positions in this campaign appear to lack previous campaign experience, we believe their knowledge, their enthusiasm and their willingness to work will compensate for this relative fund-raising inexperience.

2. Prominent Women Leaders. Although not directly connected with Wiltwyck, many outstanding women have evinced interest in Wiltwyck and its work. This list of women behind Wiltwyck can be greatly expanded.

3. Male Leaders. The list of men who endorse Wiltwyck will also be substantial. Names which have come up in conversation include John D. Rockefeller III, Walter Hoving, Charles E. Hughes, Henry Morgenthau, Jr., Boardsley Raml and others. This list can be broadened widely.

4. Religious Groups. Wiltwyck works closely with churches and religious organizations. It is believed that liberal Protestant groups can be depended upon to help in this campaign.

The Wiltwyck program also has won the recognition and support of outstanding Jewish leaders. Catholic support cannot be generally anticipated.

5. Other Organizations. It should be possible to draw leadership from local social-work agencies, and interracial organizations should also furnish leadership.

6. Wiltwyck Staff Members. This is the second most important internal source of enthusiastic, informed and qualified leaders. Of this group, it is believed that 10 to 12 would accept campaign assignments.

PART I - SECTION FOUR

THE SOURCE OF SUPPORT

INTRODUCTION. This Section seeks to answer these questions:

Is the field of support adequate?

Where will the necessary prospects be found?

The field of support divides into two parts: (1) actual and (2) potential. In the actual field of support, we examine the past records of giving to support Wiltwyck work.

The potential field of support consists of those individuals and organizations, both inside and outside the Wiltwyck "family," who may reasonably be expected to contribute to this program.

I. ACTUAL FIELD OF PAST SUPPORT. We consider at this point sources of gifts and trends in giving to support Wiltwyck work.

1. Former Donors. Direct contributions to Wiltwyck during the past five years have come from approximately 425 donors.

2. Sources of Contributions. The total received by Wiltwyck during the past five years was \$308,720.53. It was contributed by the following:

	<u>Amount</u>	<u>Per Cent</u>
A. Individuals	\$ 42,237.23	13
B. Foundations	242,332.59	79
C. Corporations	-----	0
D. Benefits (1946 only)	24,150.71	8

Thus, we see that foundations grants have been the strongest actual source of support in the past. Conspicuous is the lack of financial support from Labor and corporations, both of whom have a stake in Wiltwyck's program.

3. Analysis of Individual Gifts from 1942 to May, 1947.

<u>Year</u>	<u>No. of Gifts</u>	<u>Total Amount</u>
1942	44	\$ 2,480.00
1943	38	2,408.86
1944	13	1,975.93
1945	58	8,990.00
1946	99	7,422.00
1947 (to May 1)	<u>48</u>	<u>18,960.44</u>
Total	300	\$ 42,237.23

This total of 300 individual gifts, which came from 197 donors, breaks down according to size of gifts as follows:

<u>Size of Gift</u>	<u>No. of Gifts</u>	<u>Total Amount</u>
Less than \$25	31	\$ 351.50
\$ 25 - 49	123	3,488.93
50 - 99	46	2,481.00

<u>Size of Gift</u>	<u>No. of Gifts</u>	<u>Total Amount</u>
\$ 100 - 249	67	\$ 7,593.80
250 - 499	12	3,050.00
500 - 999	12	6,250.00
1000	4	4,072.00
2000	3	6,000.00
2950	1	2,950.00
6000	<u>1</u>	<u>6,000.00</u>
Total	300	\$ 42,237.23

4. Analysis of Foundation Gifts from 1942 to May, 1947.

<u>Year</u>	<u>No. of Gifts</u>	<u>Total Amount</u>
1942	13	\$ 29,195.00
1943	20	33,920.00
1944	22	69,278.34
1945	18	13,870.00
1946	19	32,211.67
1947	<u>16</u>	<u>33,827.58</u>
Total	108	\$212,332.59

These 108 gifts, which came from 31 different foundations, break down according to size of gift as follows:

<u>Size of Gift</u>	<u>No. of Gifts</u>	<u>Total Amount</u>
\$ 25 - 49	1	\$ 25.00
50 - 99	5	275.00
100 - 249	16	1,855.01
250 - 499	4	1,100.00

<u>Size of Gift</u>	<u>No. of Gifts</u>	<u>Total Amount</u>
0500 - 999	16	\$ 8,250.00
1000	19	19,000.00
1250	1	1,250.00
1500	11	16,500.00
1900	1	1,900.00
2000	3	6,000.00
2500	4	10,000.00
3000	1	3,000.00
5000	17	85,000.00
6677.58	1	6,677.58
9000	1	9,000.00
10,000	6	60,000.00
12,500	<u>1</u>	<u>12,500.00</u>
Total	108	\$212,332.59

Note: Included are Greater New York Fund grants totalling \$18,917.32. One foundation has bequeathed the income from securities currently yielding slightly over \$600 annually.

II. PROSPECTIVE FIELD OF SUPPORT. In order to get a picture of the scope of the task of raising \$1,000,000, we computed a Gift Table estimating the number of gifts needed. Thus, we appraise the groups from which support reasonably may be expected.

1. The Gift Table is as follows:

<u>Size of Gift</u>	<u>Ratio of Prospects to Workers</u>	<u>Number of Gifts Needed</u>	<u>Total</u>	<u>Cumulative Total</u>
\$100,000	6.1	2	\$ 200,000	\$ 200,000
50,000	6.1	2	100,000	300,000
25,000	6.1	4	100,000	400,000
10,000	5.1	8	80,000	480,000
5,000	5.1	16	80,000	560,000
1,000	4.1	90	90,000	650,000

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REG. PITUL.TION--

Select and Preferred Gifts	528 Prospects	122	650,000	65%
500	4.1	200	100,000	750,000
250	4.1	400	100,000	850,000
100	3.1	1,000	100,000	950,000
50	3.1	1,000	50,000	1,000,000

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REG. PITUL.TION--

Special Gifts	8,000 Prospects	2,600	350,000	35%
TOTALS -	8,928 Prospects	2,722	\$1,000,000	\$1,000,000

2. Prospects and Their Giving Ability. The logical prospects for this campaign fall into eight major groups. These groups, together with the approximate number of prospects in each, minimum and maximum expectancy of financial support, are as follows:

<u>Group</u>	<u>Number of Prospect</u>	<u>Minimum</u>	<u>Maximum</u>
Wealthy Individuals	11,000	\$175,000	\$ 400,000
Foundations	50	75,000	200,000
Board of Directors	33	125,000	235,000
Wiltwyck Staff	45	1,000	2,500
Constituency	1,000	70,000	125,000
Corporations	400	5,000	17,500
Labor Unions	15	5,000	25,000
Clubs & Organizations	<u>250</u>	<u>3,000</u>	<u>10,000</u>
TOTALS	12,793	\$453,000	\$1,015,000

3. A Study of Sources of Support. Let us look more closely at certain of the foregoing sources:

A. Wealthy Individuals Outside the Wiltwyck "Family." This group is the source to which we must look for one of the largest blocks of giving. It is, at the same time, the most difficult group to appraise with accuracy. Let us examine the pros and cons of this prospect field.

To dispense with the negative side first, we must remember that Wiltwyck has an unimpressive record of large gifts received over the past five years.

From the affirmative view, however, we have the fact that there is yet to be cultivated a large field of men and women of means, many of whom have at least a presumptive interest in the type of

work Wiltwyck is doing, and should be impelled to give by the strength of the case. The development of our lists will produce approximately 12,000 men and women in this community who are classed as "Select Prospects" or "Preferred Prospects." The "Select" group have given or are capable of giving in amounts of \$5,000 or more. The "Preferred" group have given or are capable of giving \$1,000 or more.

In the final analysis, the amount obtainable from wealthy individuals will depend upon the extent to which the leaders of Wiltwyck and others are prepared to devote themselves to persistent and well-planned effort to gain their support. We, therefore, put this source down at a wide range from \$175,000 to \$400,000.

B. Foundations. There are upwards of 50 foundations whose field of interest is encompassed by Wiltwyck's needs. The records of Wiltwyck reveal that a total of 34 foundations have made grants totalling \$2,332,59 over a period of nearly six years. Although generally these grants to Wiltwyck have been a constant factor, that need not deter the prospective campaign from making carefully prepared appeals with expectation of an upward trend and response to the extent of perhaps \$75,000 to \$200,000 during the period of our three-year program.

C. Board of Directors. Contributions of the members of the Board will inevitably set the standard of giving and the tone of the entire campaign. The group contributions should total not less

than \$125,000. Their example would be far more compelling if the Board could attain an average gift of \$2,500.

D. Wiltwyck Staff. It is conceivable that this group numbering approximately 45 could and would be willing to at least make nominal contributions to the Development Fund.

E. The Constituency of Wiltwyck, or general public of the community which Wiltwyck serves, represents the largest single prospect group numerically. It is a difficult one in which to gauge financial support, but generally speaking, the contributions of the constituency in support of Wiltwyck's work in the past have been money raised by events and benefits for the purpose, and not money individually given. This field of support must be regarded as a fluid one...capable of substantial returns if satisfactory methods of reaching many persons can be worked out. Tentatively, we put this group down for a minimum of \$70,000 and a maximum of \$125,000.

F. Corporations. While corporations have an increasingly enlightened outlook toward their social and civic responsibilities, it must be remembered that corporations today are following a policy of retrenchment, due to the end of the war, reduction of excess profits taxes, and uncertainty of earnings. Also, Wiltwyck has never attempted corporate solicitation on any scale. However, Wiltwyck does have a legitimate appeal to business (for capital needs only), especially those operating in this community,

since a good welfare situation is a tangible community asset in the form of a safeguard to property values. Also corporate support of private welfare is good public relations for the company which does business in the community. In short, private support of private agencies is at once their responsibility and a symbol of private initiative and the time-honored American way of life.

G. Labor Unions. On the basis of a cordial working relationship between the Social Service Employees' Union and the agency, it appears that a strong appeal could be made to such groups. The past giving record of the Labor chests of both the CIO and AFL indicate that these unions give either a substantial sum or not at all. Unions should contribute a minimum of \$5,000 and possibly as much as \$25,000

H. Clubs and Organizations. Many important local men's and women's clubs should be logical prospects. Civic organizations, organized nationality groups, church groups, etc., should be available in the community as prospects. While the support given by such organizations to Wiltwyck's work in the past is negligible, proper presentation of the case should produce \$5,000 to \$10,00.

III. CONCLUSIONS. In this Section, we see proof of the warning which we voiced in the Introduction to the report -- the Wiltwyck Development Fund represents hard work for every member of the Wiltwyck "family."

In evaluating the prospect field for the proposed campaign, we have placed a heavy burden of support upon the existing leadership. While outside contributions must be sought in substantial amounts to meet the goal, it is apparent that the success of the campaign will be essentially a "family" responsibility.

Solicitation of large gifts from wealthy individuals, foundations, corporations and others not already interested in the Wiltwyck program will require extensive and intensive cultivation. Here, too, the burden falls to the "family," for the persons most closely identified with Wiltwyck's concepts and practices are the persons who can best convince others that they, too, should support this program.

The cultivation of the field of wealthy individuals poses one of the greatest challenges of the campaign. Here is a group of 12,000 men and women who have direct contact with many thousands of other persons of means.

Wiltwyck has the case to elicit these persons' support -- an appeal that has strength, vitality and urgency for all thinking American men and women. Here is their chance to share their advantages

with one of society's neediest and most deprived groups. Here is an opportunity to participate in work whose potential influence on child care and treatment everywhere is boundless. The great challenge lies in bringing together this case and its large potential audience of thousands.

This will require work. It will require vision. It will require courage, imagination and enthusiasm on the part of leadership. Every man and woman participating in the campaign must be imbued with a "give and get" spirit.

The campaign, in cultivating new fields of support, can accomplish long-range gains far beyond the monetary value of the contributions. A thorough effort should be made toward bringing each new contributor into Wiltwyck's permanent circle of friends and supporters. Each giver should be made to feel that he is a part of the Wiltwyck movement. He should be kept abreast of developments, and should be informed periodically as to what is being accomplished with the help of his contribution. In turn, Wiltwyck will be getting new life blood, for these newly cultivated friends will be willing to give in the future of their time and leadership as well as their financial support.

For this reason, it is important not to overlook the younger generation who will, in a few years, be the business, professional and social leaders of the community. The fund-raising campaign affords Wiltwyck an opportunity to cultivate outstanding individuals among this group -- a worthwhile investment for Wiltwyck's future.

PART I - SECTION FIVE

THE WORKERS

INTRODUCTION. The next prerequisite for a successful campaign is a sufficient number of well-informed, enthusiastic and capable volunteer workers to carry the appeal to potential contributors. In this Section we consider the questions:

How many workers will be needed?

Where will they be found?

How well-informed will they be of the case?

I. NUMBER OF WORKERS NEEDED. From the Gift Table in Section Four, we have seen that an estimated 2,722 contributors will be needed to reach a goal of \$1,000,000. This contributor figure includes 1,000 givers of \$100 and over and 1,000 givers of \$50 and over.

Fund-raising experience shows that approximately four prospects must be canvassed to yield one gift. For the smaller gifts, it is safe to use a lower ratio. Thus, we shall need approximately 8,800 prospects.

1. Special Gifts Committee. For purposes of basic planning, we assume that the Special Gifts group will, in the main, be responsible for an estimated 122 Special Gifts of \$1,000 and over. This

implies some 528 prospects. The assignment of one worker to every five prospects is the effective ratio. Thus, about 100 workers will be needed to solicit special gifts of this size and range.

2. Over-All Special Gifts Task. Because the Special Gifts Committee also will be responsible for obtaining gifts ranging from \$50 to \$1,000, and again, for purposes of basic planning, we assume that all special gifts must be obtained by workers of this Committee. The 2,000 smaller size gifts will come largely from committee-developed lists and the already rated prospects which have been prepared to date. Since we anticipate that this group will give in a three-to-one ratio, 6,000 prospects may be needed for this group. The assignment of one worker to ten prospects sets the worker need for this group.

II. SOURCE OF WORKERS. To meet needs of more than 500 workers of Special Gifts calibre of whom not more than 50 can conceivably be enlisted from within the "family," it is of the utmost importance that the campaign leadership vigorously address itself to the enlistment of special gifts workers from sources outside the Wiltwyck "family."

PART I - SECTION SIXOBSTACLES TO BE OVERCOME

I. WILTWYCK IS RELATIVELY UNKNOWN AND UNPUBLICIZED. While Wiltwyck enjoys an excellent reputation in social agency circles, its field of interest, support and leadership is numerically small. A thorough and well organized publicity effort is needed to overcome this obstacle.

II. THE GENERAL PUBLIC IS UNAWARE OF THE DEFICIENCIES in New York City's facilities for care and treatment of young delinquent boys.

III. THE GREAT MASSES OF THE PUBLIC ARE ATTRACTED TO PROGRAMS WHICH REPRESENT MASS EFFORT, such as the major health campaigns, the drives to aid starving children abroad, etc. Programs built around experimentation and treatment of small numbers of boys -- such as Wiltwyck's -- have appeal to certain segments of the public, but not to the masses.

IV. FUND-RAISING IS A MAJOR INDUSTRY. In appealing to the public for funds, Wiltwyck is entering competition with hundreds of other worth-while efforts, among them:

1. Other appeals in Wiltwyck's own general classification of child welfare.
2. Local and national health, education and welfare campaigns,

appealing to individuals, groups and foundations.

3. The vital efforts to aid the distressed and starving peoples abroad, which must of necessity cut into the amount of philanthropic funds available for work in this country.

4. The efforts devoted entirely to interracial programs, which attract some of the wealthiest and most prominent individuals and groups which might be interested in the interracial phase of Wiltwyck's work.

V. LACK OF MANY LARGE GIFTS IN THE PAST. While the Gift Table (Sect. Four) shows that at least 122 gifts of \$1,000 or more are needed to meet the agency's three-year fund-raising quota, only 29 individuals and foundations have given gifts in this category to Wiltwyck in the past. Thus the level of giving of present supporters of the School must be raised and the number of large contributions must be increased.

VI. WILTWYCK'S CASE MUST BE BOLSTERED SO AS TO MAKE THE STRONGEST POSSIBLE APPEAL TO THE GIVING PUBLIC. Any deficiencies in the program, etc., must be overcome as quickly as possible so as not to detract from Wiltwyck's present status as an excellent and progressive laboratory in the treatment of disturbed children.

VII. CONCLUSION. In the past, Wiltwyck, compared to its competition, has been "hiding its light under a bushel." To broaden its field of support it must make more people aware of its progress. To increase the size of gifts from its present supporters it must make them more

impressed with the validity of its work, its constant effort to improve and perfect the urgency of its need and the scope of its influence on work elsewhere.

PART I - SECTION SEVEN

TIME OF CAMPAIGN

INTRODUCTION. In this Section we consider the question: How should the money be raised?

Before doing so, we take into consideration several factors, such as the timing of the Greater New York Fund campaign; Red Cross; Cancer; etc., and, most important of all, the time it takes to organize thoroughly for this type of fund-raising effort.

I. TIME REQUIRED TO ORGANIZE CAMPAIGN. This campaign will call for a thorough organization as will be shown in Part II, Section One - Campaign Specifications. That takes adequate time, at least twelve weeks of intensive organization and preparation.

II. CONCLUSION. In the light of the foregoing, we recommend that organization and preparatory work begin November 10 and that the Initial Gifts effort open as shortly thereafter as possible. We then recommend a general campaign on a community-wide scale to be launched immediately after February 2, 1948. This will avoid conflict with most of the major money-raising efforts in New York City, and allow sufficient time to organize, prepare materials, train workers and permit concentration on the field of Special Gifts.

PART TWO

THE PLAN OF ACTION

PART II - SECTION ONE

CAMPAIGN SPECIFICATIONS

I. PERIODS OF THE CAMPAIGN.

1. Preparatory. November 10 to December 6, 1947 (four weeks) during which time headquarters will be established, top organization perfected, preliminary statement and major pamphlet written, other materials prepared.

2. Period of Organization. December 8, 1947 to January 31, 1948 (8 weeks), during which organization will be completed and advance gifts solicited.

3. Period of Intensive Campaign. February 2 to March 13, 1948 (6 weeks), during which the active solicitation will take place.

4. Follow-Up Period. March 15 to April 10, 1948 (4 weeks), during which unassigned prospects will be appealed to by letter, and incomplete assignments fulfilled.

II. THE THESIS OF PUBLICITY. Briefly stated, the major theme around which the campaign's appeal will be built, is as follows:

In times such as these, more and more children are deprived of the physical requirements of healthful living and openly rejected

by those from whom they have the right to expect love and protection.

These are the misguided adolescents who are swept helplessly from minor delinquency to felony...the "problem children" who will most likely become permanent public charges if nothing is done for them.

When such children appear before a children's court judge, there often is no place to send them except back to the very home from which stems their anti-social behavior.

New York State law makes no provision for children under 12 years of age to be cared for outside their homes. Foster homes and child-care institutions close their doors to many "problem children."

Only Wiltwyck will accept New York City's delinquent Protestant Negro boys under 12 years of age. The backgrounds of the boys at Wiltwyck...the case histories showing the deprivation and rejection which they experienced at home...bear out the statement that they are "Nobody's Children"...the city's neediest and most deprived youngsters.

The educational, recreational, medical and mental hygienic program afforded these boys, however, exerts an influence far beyond the limits of New York City. Wiltwyck is a laboratory in the scientific treatment of children everywhere.

During the past five years Wiltwyck has established itself as one of the best children's agencies in the country. More and more persons professionally interested in child guidance and treatment are visiting the school to observe its program. Without exception they are impressed with Wiltwyck's effectiveness.

Wiltwyck in the past has been supported financially by a small, active nucleus group of individuals and several foundations. Its present financial plight is dire. Recently board members signed a personal note to replenish the depleted treasury. The physical plant is in serious need of repair. Plans for development in the immediate future...development vital if Wiltwyck is to keep its place as a leader in its field...will necessitate additional staff members, higher pay scales and several additional buildings.

To meet these needs and to provide funds for operating expenses for the next three years, \$1,000,000 must be raised.

In order to attain this goal of the Wiltwyck Development Fund, the school must call upon its old friends to give even more generously than in the past. But that will not be enough. The circle of friends of Wiltwyck must be broadened to include a much greater segment of the public.

For Wiltwyck is performing a very real need...to the New York City community, as the only institution for the care of its

neediest, most neglected children...and to the entire field of child welfare, as a demonstration center and laboratory setting the pattern for care and treatment of delinquent and unhappy children everywhere. Wiltwyck's appeal represents an opportunity to be "Somebody to Nobody's Children."

III. CAMPAIGN NAME. The following campaign names are suggested:

WILTWYCK DEVELOPMENT FUND

WILTWYCK EMERGENCY FUND

IV. CAMPAIGN SLOGAN. The following campaign slogans are suggested:

BE "SOMEBODY" TO "NOBODY'S CHILDREN"

REMEMBER OUR "FORGOTTEN CHILDREN"

YOUTH MUST BE SERVED

PART II - SECTION TWO

PLAN OF ORGANIZATION

INTRODUCTION. In this Section, we outline the framework of the organization which, in our judgment, will be necessary in order to conduct a successful fund-raising campaign for Wiltwyck.

I. PRINCIPLES. It is important that certain principles be observed in the organization and operation of the campaign.

1. Universality of Effort. The single, most fundamental principle is that the Wiltwyck Development Fund must be the all-consuming interest of everyone associated with the agency.

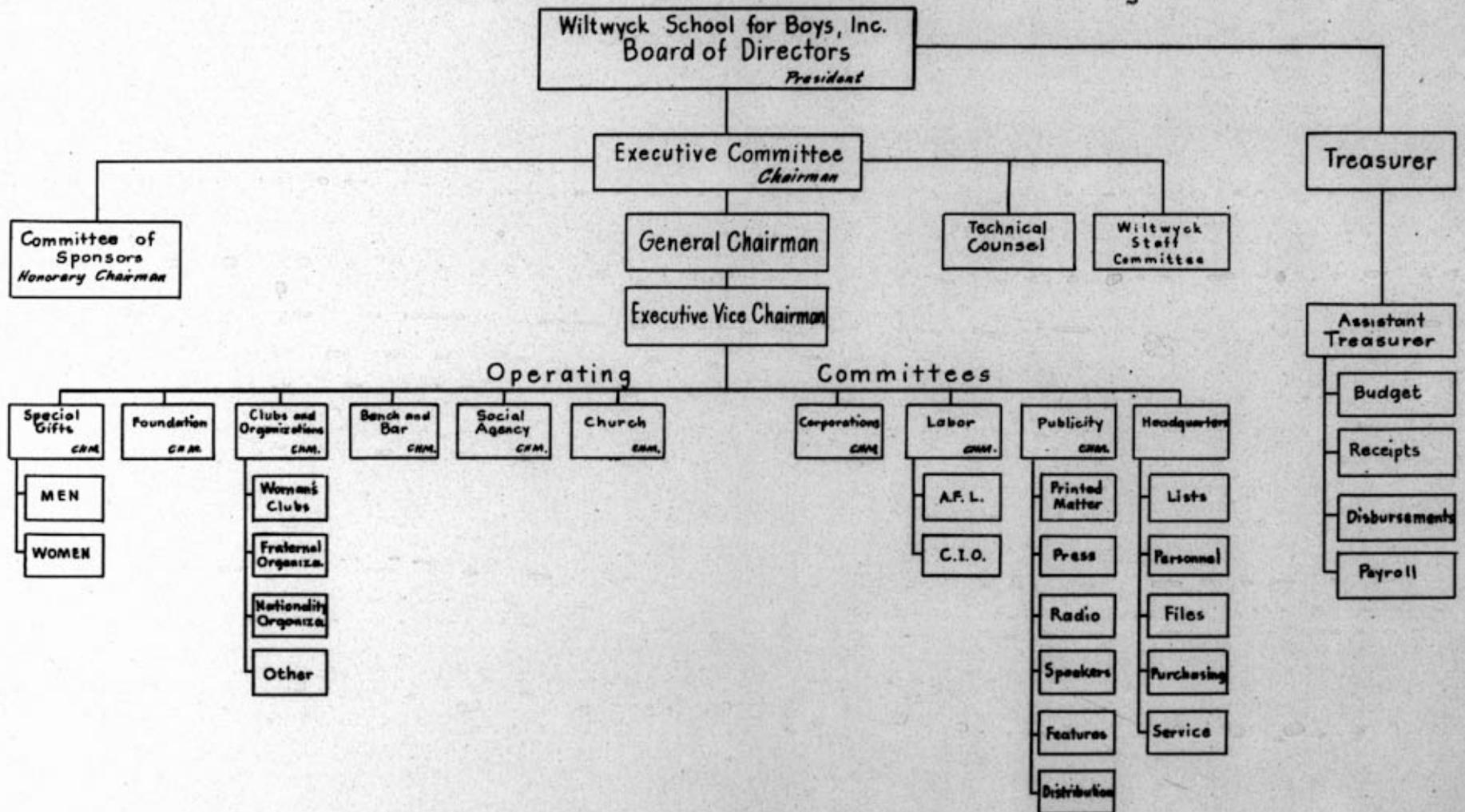
All resources of both personnel and material must be part and parcel of the regular program of Wiltwyck and in no sense a division operating independently.

2. Representation. Committee chairmen and members must be representative of the groups from which financial support will be sought.

3. Responsibility. The effectiveness of the campaign organization will be conditioned by the degree in which individuals accept responsibility.

4. Example. The zeal of the campaign leaders will determine the zeal of all subordinate groups and affect giving as well as working.

# Campaign Organization Chart



5. Planning. All major organization and publicity work must be carefully planned in advance, not improvised.

6. Deadlines. All activities must be laid out according to definite time schedules of accomplishment.

7. Personal Solicitation. Again we emphasize that personal solicitation, not letter writing or telephoning, must be the basis of this campaign.

8. Critical Response. Most people are more responsive critically than creatively. Much time is saved committee members, and the campaign gains, if a definite agenda is prepared for all meetings, if definite plans are proposed and specific ideas laid on the table for discussion, decision, and action. Meetings without clearly defined issues frequently are fruitless.

II. CAMPAIGN DIRECTION, SPONSORSHIP AND OPERATION. Under this heading, we refer to the appended Campaign Organization Chart.

1. Executive Direction. The upper half of the chart (above the line "Operating Committees") shows the committees and individuals who will have the responsibility for determination of policies, executive direction and leadership.

A. The Board of Directors of The Wiltwyck School for Boys, Inc. As the governing body of the agency, the Board carries the full original responsibility for the decision to hold the campaign, and, by virtue of that fact, must carry also the subsequent burden of setting the standard for work and effort.

## B. The Campaign Executive Committee.

a. Campaign Functions. Much of the responsibility for the conduct of the campaign has been delegated to this committee, made up of Board members and others. It will run the campaign, make decisions and assist the General Chairman, but in the first and final analyses, the basic responsibility will lie with the full Board. The Executive Committee should meet frequently and regularly. The chairman frequently will be the spokesman for the campaign.

b. Personnel. We believe the chairman of this committee should be an outstanding community leader; in fact, one of perhaps 15 persons in New York whose names come immediately to mind. The committee should not exceed 10 or 12. It should be representative. A common procedure which tends to provide the necessary representation is to select the chairmen of the major operating committees as members of this committee.

## C. The General Chairman.

c. Campaign Functions. The General Chairman will provide the top individual leadership for the campaign although he will undoubtedly "share the spotlight" with the chairman of the Executive Committee. With the aid of the members of the Board and the Executive Committee, he

will enlist the chairman of the operating committees; he will assist, in some instances, in the solicitation of Select gifts (\$10,000 and over) and Preferred gifts (\$1,000 and over). He will be the principal spokesman for the campaign.

b. Personnel. As indicated by the masculine pronoun above, we recommend that the General Chairman be a man. He must be an outstanding citizen. He should understand and appreciate Wiltwyck. It would be preferable if he had fund-raising experience. He should be accessible to the headquarters organization and should be in a position to budget a definite amount of regular time to the work of the campaign.

D. The Executive Vice-Chairman.

a. Campaign Functions. The duty of the Executive Vice-Chairman will be to relieve the General Chairman of as much executive responsibility as possible.

b. Personnel. He or she can be younger, a person with energy and vitality. It is not necessary that this person have the prestige of the General Chairman, but he or she should have connections and know the way around town. The Vice-Chairman should be someone who can speak in his or her own name, but who would often speak in the name of the General Chairman. He or she should be able to contribute a considerable amount of time to the campaign.

E. The Treasurer.

a. Campaign Functions. The Treasurer will exercise control over the budget (approved by the Board) and with the aid of the Assistant Treasurer will handle receipts and disbursements.

b. Personnel. It is suggested that a leading banker or business man be appointed Treasurer of the campaign, and that he be aided by the Bookkeeper of Wiltwyck School.

2. The Endorsing Committee, the New York Citizens Committee or the Committee of Sponsors.

A. Campaign Functions. The function of this committee will be to sponsor and endorse the program and activities of The Wiltwyck School for Boys, Inc., as well as The Wiltwyck Development Fund, which will make the program and activities even more effective in the years to come. It is hoped that individual members of the endorsing committee will also serve on other committees, but membership in the sponsoring body will not, in itself, carry any commitment beyond endorsement.

This committee is conceived wholly as an endorsing group. To its membership should be invited:

c. For gift cultivation purposes: Select men and women considered prospects for large gifts -- possibly \$500 and over.

b. For community representation of religious faiths:  
Leading Catholic, Jewish and Protestant clergy and laymen.

c. For community pace-setting corporate gift cultivation:  
Presidents of selected companies considered prospects for the largest gifts.

d. For community organized group representation: Presidents of selected service clubs, social, business and women's organizations, from whose memberships we would hope for giving and working support.

e. For community representation: such as: the Mayor, the medical society president, local health officers, the Governor of New York, prominent juvenile authorities, the American Legion.

The committee, in certain circumstances, would have either a single honorary chairman or several honorary chairmen.

B. Personnel. This committee might number from 50 to as many as 125 prominent men and women representative of all groups from which support will be sought -- and that means virtually everyone in the business, political, civic, social, religious and educational life of the community.

### 3. Operating Committees.

#### A. Special Gifts Committee.

a. Campaign functions. This committee will be responsible for the selection, assignment, cultivation and solicitation of all individual prospects for gifts of \$100 or more and, in particular, all prospects for gifts of \$1,000 or more. The first responsibility of the Special Gifts Committee will be to select for initial cultivation prospects who, by reason of their giving power and known or presumed interest, may be expected to give substantial amounts in the early stages of the campaign.

b. Personnel. This committee should be built gradually and carefully, starting with perhaps 10 and growing as campaign organization progresses. It should be made up of people who customarily move in the social and at the economic level of the persons who can be expected to give in large amounts.

Initially, it should consist of the President of the Board, the General Chairman of the campaign, a few members of the Board, and two or three others whom the foregoing may select.

The Chairman of the Special Gifts Committee should have had some experience in seeking large gifts and should not be overwhelmed by the thought of asking for five or six figure subscriptions.

This committee may work as a man's-woman's team or it may be divided into a woman's division and a man's division, each with a vice-chairman.

## B. Foundations Committee.

a. Campaign Functions. Upon obtaining the chairman and vice-chairman for the Foundations Committee, and the enlistment of other members, the principal aspects of the functions of the committee may be stated as follows:

1. Suggested first steps: a meeting of the group should promptly be held for the following purposes:

Initial Foundations - to select, assign and plan approaches to the five leading charitable and philanthropic foundations.

Foundation Appeals - whenever possible, a personal interview should be arranged with the foundation executive and one of the committee's ablest spokesmen.

2. Subsequent steps: The committee should next concern itself with the following duties:

Select all other foundations to be approached.

Establish foundation gift quotas.

Decide how presentations shall be made, i.e., whether by personal interview or by letter.

Review and approve presentations which campaign headquarters has prepared.

Assign foundation-prospects to committee members who are the most logical "approach."

b. Personnel. Members comprising the Foundations Committee should be of the highest possible calibre and should include individuals in whom foundation officers or trustees have confidence. The committee shall concern itself with making appeals to foundations for grants of specified size and it should be instrumental in raising a substantial portion of the campaign goal of \$1,000,000.

The general campaign chairman should enlist the Foundations Committee chairman or call a meeting of the campaign committee to discuss and decide on potential candidates. The chairman of the committee, in turn, should enlist a capable vice-chairman for assistance.

C. Corporations Committee.

a. Campaign Functions. This committee will be responsible for the selection, assignment, cultivation and solicitation of all key corporations in the community.

As with the Special Gifts prospects, a few corporations should be selected to make pace-setting contributions of substantial amounts early in the campaign. This committee's

objective is to enlist a sufficient number of volunteer workers to solicit a selected list of companies which are prospects for gifts of \$500 and over.

b. Personnel. It is suggested that a man be appointed as chairman of this committee, someone who is on familiar terms with the presidents of the corporations to be solicited.

The chairman of this committee should be assisted by a number of business leaders. The Corporations Committee should be small at the start and should be enlarged as the organization proceeds.

D. Labor Committee.

a. Campaign Functions. Representative of both AFL and CIO, this committee will be responsible for creating the interest of local unions in Wiltwyck, and securing gifts from local treasuries.

b. Personnel. This committee usually will contain both Board members interested in Labor relations, and staff members who are also union members.

E. Social Agencies Committee. A single committee, under a chairman, should suffice, with committee membership enlisted on the basis of one representative of each agency, to head up the solicitation effort among the personnel of the agency.

Wiltwyck addresses.

F. Clubs and Organizations Committee: This committee would seek treasury gifts from all local clubs and organizations. It would require a chairman (man) and co-chairman (woman) whose responsibilities would be to organize treasury solicitation among men's and women's organizations respectively.

G. Church Committee.

a. Campaign Functions. This committee will work with groups in the community churches, with a view of obtaining treasury gifts.

b. Personnel. Membership on this committee would comprise the men and women of Wiltwyck and friends who are associated with one or more of these groups to be solicited.

H. The Wiltwyck "Family" Committee.

a. Campaign Functions. This committee will solicit the staff, and their families and friends. Just as the top organization must set standards for big gifts, this committee must set standards for the family at large.

b. Personnel. This committee should comprise the chairman who would undertake to solicit the School staff and members at Esopus, and the staff and members comprising the "in town" office. It is believed that the "family" should be considered as a unit regardless of the two Wiltwyck addresses.

I. Initial Gifts Committee. We now return to the first box on our Chart.

a. Campaign Functions. This committee, which will begin its work far in advance of all the others, will cut across all committee lines. It will select for initial cultivation a few prospects -- not more than 10 at first, and perhaps never more than 25 or 30 -- who, by reason of their giving power and known or presumed interest in Wiltwyck, with its doings and what it stands for, may be expected to give substantial sums which will set a standard for the rest of the community.

Initial Gifts prospects should include members of the Board, former leaders, wealthy individuals and corporations.

This committee should not overlook the "year-end money" which bankers forecast will be available in December, 1947.

b. Personnel. The same qualifications must be fulfilled for membership on this committee as for Special Gifts Committee membership -- but to an even greater degree. Members must be of a financial and social position comparable with that of their prospects, and they must not be hesitant in asking for big money.

J. Training Committee.

a. Campaign Functions. We believe such a committee of great importance to a successful campaign for Wiltwyck. Prospective workers are not sufficiently informed about the agency, and there is room for greater appreciation even among the "family." This committee would be responsible for instruction meetings and "sales aids."

b. Personnel. This committee would be made up of members, two men and women, who have both salesmanship know-how and a flair for showmanship. Instruction meetings must be made interesting enough to attract attendance and dramatic enough to drive home the salient points.

#### K. Public Relations Committee.

a. Campaign Functions. The Public Relations Committee, in consultation with the executive leadership, will determine the policies governing the use of all publicity media and promotion of printed materials. It will exercise control over the production of all printed matter, and assist in developing channels for distribution of material. In order to facilitate operation, the public relations chairman should be in a position to act on matters of authorization at any time superior committees are not in session. A detailed Plan of Publicity follows in **Section Three of Part II.**

**b. Personnel.** This committee will consist only of a chairman at the outset, to be enlarged later to include friends of Wiltwyck identified with the various fields of publicity. The chairman certainly should be one with experience in public relations. Committee members should be selected from press, radio, advertising, etc.

**L. Headquarters.**

**a. Campaign Functions.** Headquarters will serve the chairman of the various operating committees in all matters of lists, files, provision of secretarial and clerical aid, production of printed materials, and purchase of supplies. The most important of these functions is that of building up and maintaining adequate master and subordinate card files of prospects and workers. At this writing, space for Headquarters has not definitely been decided upon.

**b. Personnel.** Personnel of Campaign Headquarters, both volunteer and professional, is discussed in Section Five — The Budget. That Section will show the technical staff each committee will require.

PART II - SECTION THREEPLAN OF PUBLICITY

INTRODUCTION. In considering the plan of publicity for the Wiltwyck School for Boys, it is of primary importance that we bear in mind that every public utterance concerning the school on the part of a staff member, Board member or campaign worker will have its bearing on the effectiveness of the publicity program. Thus the fund-raising campaign publicity program must not be a separate effort from other Wiltwyck publicity. For that reason, it is important that all publicity, written and spoken, be the responsibility of the Publicity Director. To insure that all standards of professional ethics and accuracy are complied with, all material should be cleared through the Executive Director or a designated member of the professional staff.

I. PURPOSE. The aims of the publicity program are twofold:

1. Immediate.

A. Educational. The immediate aim of the publicity program is to create informed opinion on the part of the Wiltwyck "family," known friends and general public concerning the School's purpose, program and accomplishments. The program's purpose will be to show, through all media available, the School's role both in New York City child welfare set-up and as a laboratory in human engineering whose ideas and concepts are destined to help children everywhere.

B. Financial. Translated into terms of cultivating financial support, the publicity program, closely coordinated with the organization plan, will have the following aims:

- a. To appeal to the humanitarian, emotional and social consciousness of prospective workers and donors.
- b. To establish the importance of the cause in the minds of prospective donors.
- c. To identify prominent individuals with the cause.
- d. To show endorsement of the cause by official or civic groups.
- e. To make the campaign workers' task simpler by providing the prospect field with important information about the campaign's goal and purpose.
- f. To make the worker feel he is a part of an important cause.
- g. To interpret the work and need of the School in the light of known interests of such special segments of the public as church groups, civic groups, etc.

2. Long-Range Aims. The long-range aims of the publicity program are to:

- A. Broaden the audience of those interested in the school and widen the circle of informed good will which is an invaluable asset of any organization.

B. To establish an enlightened interest in the school and its work among an active and giving audience that will be of use in future fund-raising activities.

II. THE AUDIENCE. The audience will divide itself roughly as follows:

1. Known friends and members of the Wiltwyck "family."
2. Wealthy individuals, groups and foundations.
3. Special segments of the general public with known interest in the type of work being done by Wiltwyck, such as interracial groups, civic groups, educational groups, religious groups, etc.
4. The general public.

III. THE THEME. All campaign publicity will be built around the theme as outlined in Section One of Part II.

IV. OPERATION. The publicity program will be carried out under the direction of the Board of Directors, with a responsibility for clearance of text and policies to be established.

V. MATERIALS AND MEDIA. This section covers the materials and media essential to the campaign effort. This section of the plan must of necessity remain flexible.

1. Printed Matter.

A. Preliminary Statement. A simple, four-page, letter-size folder, the preliminary statement will be mailed to members of the Wiltwyck "family" and certain of its known friends. It

will make no appeal for contributions but will explain the need in broad terms, establish the goal for the initial effort, announce the steps to be taken to raise the money and invite participation of volunteer workers.

Quantity: 5,000

B. Special Presentation. To appeal for special gifts from selected foundations and wealthy individuals special presentations will be prepared. They will be individualized as much as possible to appeal to the special interests of the potential givers.

Quantity: 100

C. Major Pamphlet. To present the entire case as graphically as possible, a major pamphlet will be prepared for distribution to all listed prospects.

Quantity: 5,000

D. General Distribution Piece. A concise, highlighted summary of the appeal, possibly in question-and-answer form, for use by volunteer solicitors when calling on their prospect and as a direct mail piece for a clean-up appeal.

Quantity: 20,000

E. Workers' Handbook. This piece will list all "selling points" of the campaign, methods of soliciting and instructions as to campaign procedure. It should be brief, eye-catching, informative. (Mimeographed.)

F. Speakers' Guide. Campaign material should be outlined graphically for campaign speakers in brief, handy form. (Mimeographed.)

G. Campaign Bulletins. To keep all workers fully informed as to the progress of the campaign, a printed report will be sent them at regular intervals during the intensive period of the campaign. (Mimeographed.)

H. Subscription Blanks, Forms, Letterheads and Envelopes.

2. Media. All media will be used to carry the campaign case to as large a section of the general public as possible, with special emphasis on media reaching those sections of the public known to be interested in Wiltwyck's field of activity.

A. Press.

a. National. Publicity will be placed, if possible, with wire services, feature services and news syndicates with the aim of bolstering Wiltwyck's reputation as a "laboratory" developing ideas whose influence is being felt throughout the country. Such material might include:

News Releases.

- Interviews with key leaders and staff members.
- Endorsement of national leaders or groups.
- Stories on new developments, statistics, etc.

encouraged to write articles on Whitbyck to cover the campaign should clear through the publicity office to the

Photographs.

- Pictures of the work being done at the Schools
- Pictures of campaign events involving national figures.

b. Local.

News Releases.

- Stories on local goals and progress.
- Personalities in campaign.
- Interviews with staff members, board members, campaign leaders.
- Feature stories on the School's work with local angle.
- Coverage of feature events.
- Letters to the editors.
- Suggestions for editorials.
- Society items.
- Fillers.

Photographs.

- Personalities in the campaign.
- Special events.
- Human interest and feature layouts on the program.

B. Special Media.

In reaching special media the cooperation of all staff members, board members, and other members of the "family" is necessary. Members of the "family" must be

encouraged to write articles on Wiltwyck to appear during the campaign period. These should clear through the publicity office to avoid duplication of effort and material. The following special media should be covered.

a. National.

- National magazines.
- Religious papers.
- Foreign language papers.
- Professional social work magazines.
- Labor papers.
- Trade journals.

b. Local.

- Religious papers.
- Foreign language papers.
- Labor papers.
- Trade papers.

C. Radio.

a. National. The cooperation of all national networks, programs and personalities will be sought to place the following material.

- News releases. Coverage of future events.
- Tie-ins with established programs.
- Special programs on public service time,

b. Local. Cooperation of local radio stations will be sought for placement of the following.

Interviews with staff members and campaign leaders

(women's commentator programs, etc.)

Tie-ins with established programs.

Special programs in public service time.

D. Campaign Events. To lend drama and newsworthiness to the campaign a number of special events will be planned. These may possibly include:

a. A meeting of the Wiltwyck Board at which time name of general chairman and other big leaders would be announced, and the general campaign needs and plans made public.

b. Opening meeting. To be built around strongest names available...possibly a forum on child welfare problems. To be attended by workers, influential persons, key prospects. (Press and radio coverage.)

c. Press and radio tour. A guided visit to the school for key writers, editors, commentators.

d. Report meetings. Periodic meetings featuring newsworthy speakers and/or entertainment to spur activity of workers and interest of public.

e. Tie-in with National Boys Week or other appropriate special promotions.

E. Speakers' Bureau. To carry the spoken word of the campaign case directly to certain groups, a speakers' bureau will be organized to enlist speakers, schedule them before interested groups and supply them with material.

F. Motion Pictures. The 16mm motion picture now in preparation will be used as widely as possible in connection with meetings of clubs and organizations, etc.

G. Television. There are approximately 60,000 television sets in the Greater New York area. Thus, this medium offers a means of reaching an above-average income group. The possibilities of the following plan may well be explored:

A television program to be built around the Wiltwyck motion picture, with an outstanding public figure introducing the film and making remarks at its close. An invitation to view the program would be sent in advance to every set owner in Greater New York. A follow-up mail appeal would be sent to reach this same list the day after the telecast. This procedure might well result in contributions from many persons not on other prospect lists.

VI. CONCLUSION. Wiltwyck's publicity program cannot be built on personalities and stunts from "Wiltwyck" is not a magic publicity word like "Red Cross," "Polio," or "Cancer." This means that every member of the "family" must cooperate in producing news and feature material which will find its way into print or on the air through its own merits. Wiltwyck has a strong case. If told right, it will get results.

PART TWO - SECTION FOURCAMPAIGN LIST PLAN

INTRODUCTION. Complete, accurate lists of prospective contributors and workers are basic to the success of a campaign. If the lists are compiled according to a written List Plan, prepared in advance, time and money will be saved by avoiding subsequent confusion or duplication of effort.

The following recommendations, based upon experience in other successful fund-raising campaigns, are submitted as a guide to the preparation of such List Plans. They are presented in two parts: Part One - Prospect Lists, and Part Two - Workers Lists.

PART ONE - PROSPECT LISTS

I. WHAT THE CAMPAIGN PROSPECT LISTS SHOULD DO:

The campaign prospect lists should record the names of all individuals, organizations and companies from whom gifts will be sought. This means that any person not originally in the prospect lists, who at any time during the campaign becomes identified with it as a committee member, should be added to the lists because every worker is a potential contributor.

The lists should be so planned as to provide information about the prospects in readily available form at any time it may be needed, and to facilitate use of the lists for purposes of prospect assignment to workers and of cultivation, invitation, appeal and follow-up mailings.

II. PROSPECT CARD FILES RECOMMENDED:

The List Plan should provide for two separate card files, one forming the "Master Prospect File" and the other the "Subordinate Prospect File." It is recommended that 4" x 6" cards be used for both. The Master Card should be white and the Subordinate Card a different color to differentiate readily between them. Typical layouts for the Master and Subordinate cards are appended.

1. Master File: A separate card should be typed for every prospective contributor who is to be assigned to a volunteer worker for personal solicitation.

The Master File serves as a "locator" file for indicating where the prospect is to be found in the Subordinate Prospect File and, if the prospect is also a campaign volunteer, where the prospect is to be found in the Workers File.

All Master File Cards are filed in straight alphabetical order.

In the case of companies and organizations which are prospects, it is advisable to set up separate Master Prospect files for them, i.e., a Master File for companies and one for organizations, in addition to the main Master File of individual prospects.

Space should be provided on the Master File card for the following information:

A. Name (last name first), residence address, residence phone, business connection (in the case of men prospects), business address and business phone.

B. Committee location - with space to indicate what campaign committees the prospect may be identified with and, therefore, where prospect may be found in the Workers File.

- C. Prospect location - to indicate where the prospect may be found in the Subordinate Prospect File.
- D. Date that the name was placed in the file.
- E. Prospect "Rating" (see 2 c-f, under Subordinate Prospect File).
- F. Amount of gift, if, as and when the prospect subscribes.

**2. Subordinate Prospect Files:** The Subordinate Prospect cards ordinarily are filed alphabetically according to the committee which is to solicit the prospect.

**A. Development Fund Committees:** The various committees to which prospects may be assigned for solicitation are as follows:

- Special Gifts
- Initial Gifts
- Corporations
- Labor Committee
- Church Committee
- Clubs and Organizations
- Wiltwyck Family
- National
- Etc.

**B. Guides to Prospect Allocation to Committees:** Certain guides will have to be established as the basis for determining which committees are to be asked to solicit which prospects. These guides may vary, of course, but a general pattern is as follows:

**a. Special Gifts Committee Prospects:** Prospects allocated to the Special Gifts Committee would be those "rated" as potential donors of a certain sized gift or over. The Size and Range of Gifts Table which appears in Section Four indicates the varying special gift prospect categories according to the campaign goal.

**b. Initial Gifts Committee Prospects:** These will be prospects, selected primarily from among the special gifts prospects, who are to be solicited by the Initial Gifts Committee in advance of the general campaign as a source of "pace-setting" gifts or for other reasons.

**c. Wiltwyck "Family" Committee Prospects:** Prospects in this category would include any persons comprising the agency's constituency, including officers, Board, Executive or other adult standing committees, who it is believed can be most effectively solicited through the Wiltwyck "Family" Committee rather than through one of the other campaign soliciting committees, such as Special Gifts, Initial Gifts, etc.

d. Prospects assigned to Corporations, Labor, or Clubs and Organizations Committees: The bases for assigning companies to the Corporations Committee, union locals for treasury gifts to the Labor Committee, and clubs and organizations for treasury gifts to the Clubs and Organizations Committee, is obvious.

Individual prospects who are labor union officials or members should probably be assigned for solicitation to the Labor Committee.

As regards individuals identified with company prospects or with clubs and organizations, decision as to their assignment must necessarily rest with the campaign committee. In certain instances, if "rated" as special gift prospects, they can probably be more effectively solicited by the Special Gifts Committee.

C. Subordinate File Card Data: Space should be provided on the Subordinate File cards for the following information:

a. Name (last name first), residence address, residence phone, business connection (in the case of men prospects), business address and business phone.

b. Source of name. A simple code system should be worked out to designate the sources of the various names, such as B for Board member, W for a Wiltwyck contributor, etc.

c. Campaign affiliation. This space should provide for indicating the prospect's identification, if any, with one or another of the campaign committees as a volunteer worker or leader.

d. Previous gift data: As a partial guide to the prospect's potential giving interest and to what the prospect might give, this space should provide for recording:

Most recent gift to Wiltwyck  
Largest gift to Wiltwyck  
Recent known gifts to other local causes

e. Prospect "Rating": Headquarters has prepared a list of approximately 12,000 prospect names based on lists of givers and prospects known to be sympathetic to similar causes. These lists include persons believed capable, on the basis of wealth and income data and previous gifts to other causes, of making gifts of \$1,000 and over. The prospects are rated as follows:

Select - \$5,000 and over potential givers  
Preferred - \$1,000 to \$4,999 potential givers

The past givers who are not rated prospects have been rated, in terms of their previous gifts to Wiltwyck, as follows:

Select - \$500 and over Wiltwyck gifts  
 Preferred - \$100 to \$499  
 Special - \$ 50 to \$ 99  
 General - all other Wiltwyck givers and prospects.

All former individual givers of \$50 and over to Wiltwyck will be the direct responsibility of the Special Gifts Committee. The balance of the Wiltwyck givers of less than \$50 will constitute a part of our "General" prospect file, on a letter-appeal basis.

As regards the rating of the prospect lists which will be developed, you will do two things:

Establish a rating basis range of gifts in terms of the goal as regards Select, Preferred and Special prospects.

Prospects will be reviewed and rated by a Rating Committee whose members will be guided by two factors: the previous gift data which appears on the cards, and their own knowledge of the individual's potential giving ability in terms of known wealth or income.

f. "Hoped For" Gifts: Space should be provided on the Subordinate card also for a specific "hoped for" gift within the gift rating range, based on the recommendation of the Rating Committee.

g. Worker Assignment: The card should allow for typing in the name of the worker to whom the prospect is eventually assigned for solicitation.

h. Results: This space will be for posting the amount of the gift ultimately received from the prospect.

i. Committee Allocations: At the top of each Subordinate Prospect card, for ready filing purposes, should be a space to type in the name of the committee to which the prospect is allocated for solicitation.

**III. OPERATION OF PROSPECT CARD FILES:** A few simple guides to their operation are as follows:

1. Master File - this file should be kept intact in alphabetical order, at headquarters. Mailings and flat listing (see IV below), should be done from the Subordinate File cards.

Workers' Assignment Sheets should contain the following information:

## 2. Subordinate File:

A. Any change made on a Subordinate Prospect File card should also be made on the Master card, as called for.

B. As prospects are assigned to workers, their Subordinate cards should be pulled and placed in an "Assigned File" alphabetically, immediately behind the original Committee location.

C. As gifts are received and posted on the Subordinate cards, these cards should be stamped "contributed" and filed alphabetically in a "Contributed File" behind the original Committee location. The corresponding Master File card should also be posted.

D. Similarly, Subordinate cards of prospects who decline to give should be pulled and filed in a "Declined File" and the corresponding Master card marked "Declined."

E. "Stop" Cards: Where a prospect would ordinarily be expected to be found assigned to one committee, but for special reasons has been assigned to another committee, a "stop" card is placed in the Committee file where he would ordinarily be found. This card indicates the name of the Committee which is soliciting the prospect. An example would be a Wiltwyck "family" prospect who has been assigned to Special Gifts.

IV. FLAT LISTS OF PROSPECTS: "Flat Lists", i.e., typewritten sheets with names and addresses arranged in columns, can be made readily from the Subordinate Prospect cards. Flat lists are helpful to meet the following needs:

1. Making Assignments: With flat lists of prospects, the workers can place their names alongside the names of prospects whom they will accept for assignment. Separate flat lists can be prepared alphabetically for this purpose from the Subordinate cards previously filed by committees.

2. Workers Assignment Sheets. When names of prospects have been selected by workers in the above manner, it is helpful to prepare separate Workers Assignment sheets, in triplicate, for the prospects each worker has chosen. The original Workers Assignment Sheet is sent to the worker, with a supply of Subscription Blanks bearing the corresponding names. The duplicate can be sent to the workers' committee chairman, and the triplicate is retained at headquarters. From this headquarters copy, the worker's name is entered on the Subordinate Prospect File cards of the prospects assigned to him.

Workers' Assignment Sheets should contain the following information:

Typical Prospect File Cards:

Name and address of worker  
 Name of committee  
 Date  
 Names of Prospects assigned, in column  
 "Rating" of prospects or Hoped For Gift (parallel column)  
 Blank column for indicating results of solicitation

V. RESPONSIBILITY:

The responsibility for preparing the plan of listing procedure should be that of someone who has had experience in such work and who understands the importance of complete, and systematic procedure for workers' enlistment and solicitation efforts. Since, in all probability, we shall be unable to obtain such a person on a volunteer basis, provision has been made in the Budget for a paid List Supervisor.

As previously stated, the lists become the permanent records of the campaign, showing who has secured the contributions to the Development Fund, from whom this financial support has been obtained, and the method by which it was accomplished.

Once the List Plan has been prepared in writing, there is little chance of misunderstanding by those who will be responsible for preparing the lists themselves, or by those who will have occasion to use them.

Name		Rating	
Address		Gift	
City & State		Spent	
No. Contact		Gdn.	
Age, Sex		Misc.	
Occupation		Assigned to	
Affiliation		Total Gift	
Pre. Support to District			
Most Recent Gift			
Largest Gift			



PART TWO - WORKERS' FILES

The Workers' Files parallel the Prospect Files in that they comprise a Master Workers File, which is the "locator" file, in straight alphabetical order, and a Subordinate Workers File in which the cards are filed alphabetically by committees. A 4" x 6" card is recommended for both files.

The Master and Subordinate Workers Files should be of different colors, to differentiate between the two, and the colors in turn should be different from those used in the Master and Subordinate Prospect Files. Typical Workers File card layouts are appended.

I. MASTER WORKERS FILE DATA: The following information should appear on the cards:

1. Name (last name first), residence address, business connection, business address.
2. Campaign Committee Listing - to show where the worker appears in the Subordinate Committee worker files. Frequently a worker's name may appear on several committees, and, accordingly, the Master Card will show this.
3. Wiltwyck affiliation.

II. SUBORDINATE WORKERS FILE.

1. Purpose of Subordinate File: Because the campaign organization operates by committees, it is essential to have the workers' names readily available by committees, for mailings of committee meeting notices, etc. (The Master File, on the other hand, is used only for mailings to all campaign workers regardless of committees. An example might be the distribution of a campaign progress bulletin for all workers.)

Moreover, the Subordinate Workers Files, like the Subordinate Prospect Files, can be regrouped during the campaign to facilitate their use for special purposes. For example, workers taking assignments can be pulled from their alphabetical order in the particular committee file and placed in an "Assignments Taken" file. Similarly, toward the close of the campaign, those workers who have contributed can be placed behind the committee file in a "contributed file," so that the residue of non-givers may readily be sent special appeals for their own gifts.

Finally, as indicated below, more detailed information should appear on the Subordinate Workers File cards.

2. Subordinate File Card Data: Provision should be made for the following information:

- A. Committee, and position if other than member.
- B. Name (last name first), residence, residence telephone, business connection, business address, business telephone.
- C. Salutation - personal salutation, if any, used by the chairman of the particular Committee in addressing the particular committee member.
- D. Enlisted by - indicating who was responsible for enrolling the particular worker.
- E. Date - of enlistment.
- F. Other Campaign Committees - on which the particular committee member may also be serving.
- G. Wiltwyck Affiliation.
- H. Wiltwyck Gift Record - largest gift and most recent gift to Wiltwyck.
- I. Prospect Rating - of the committee member.
- J. Prospect Location - although the Worker may be a member of one committee, he may be assigned to another for solicitation, and his Subordinate Workers Card should indicate this.
- K. "Hoped For" gift.
- L. Subscription - worker's personal gift, to be posted not only on the Master and Subordinate Prospect File cards, but also on his Subordinate Workers File card.

3. Special Workers Subordinate Files: It may be found helpful to set up special files of certain persons identified with Wiltwyck to whose names ready reference may be desirable at various times during the campaign, such as the Board of Directors, Executive Committee, etc. The likelihood is that all such persons will take an active part in the Development Fund campaign and will ultimately appear somewhere in the regular campaign Subordinate Workers File and, accordingly, in the Master Workers File as well. Nevertheless, it will probably prove useful also to set up separate Subordinate Workers Files for them according to the Standing Committee of which they are members. The location of a person's name in one of these special Subordinate Files would be indicated by the Wiltwyck Affiliation information on the Master Workers File cards.

Typical Workers' File Cards:

MASTER WORKERS' FILE	
Name _____	
Res. _____	
Bus. Connect. _____	
Bus. Add. _____	
W AFFILIATION	CAMPAIGN COMMITTEE LISTINGS
Board _____	Sponsor _____ National _____
Exec. _____	Exec. _____ Pub. _____
_____	Spec. Gifts _____
_____	Initial Gifts _____
_____	W Family _____
	Corp. _____
	Labor _____
	C. & O. _____
	Church _____

SUBORDINATE WORKERS' FILE	
Committee _____	Position _____
Name _____	
Res. _____	Tel. _____
Bus. Conn. _____	
Bus. Add. _____	Tel. _____
Salutation _____	Enlisted by: _____
W AFFILIATION	OTHER CAMPAIGN COMMITTEES
Board _____	Sponsor _____ Corp. _____
Exec. _____	Exec. _____ Labor _____
Add. _____	Spec. Gifts _____ C. & O. _____
	Initial Gifts _____ National _____
	W Family _____ Pub. _____
PROSPECT RATING	Hoped For _____
Sel. Pfd. Spec. Gen.	Gift: \$ _____
PROSPECT LOCATION	Subscription: \$ _____
	Assignments Taken: _____
PREV. W GIFT RECORD	
Largest Most Recent	

PART TWO - SECTION FIVETHE BUDGET

Telephone, Car Service, Auto 200.00  
 Telephone and Telegraph 200.00  
 Contingencies 1,500.00

I. PRINTED MATERIALS.1. Pamphlets, etc.

Special presentations to foundations, wealthy individuals, etc., 100 @ \$1.00	\$ 100.00	
Preliminary Statement, 5000 @ 4¢	200.00	
Major Pamphlet, 5000 @ 20¢	1,000.00	
General Distribution Piece, 20,000 @ 2½¢	500.00	
Progress Bulletins, Instructions, etc., (mimeographed)	200.00	
Total		\$2,000.00

2. Other Printing.

Cards and Forms	100.00	
Letterheads and Envelopes	200.00	
Total		300.00

II. GENERAL EXPENSES

Rent (Times Building only) 9 wks. @ \$45	405.00	
Office Equipment (rental)	200.00	21,301.00
Office Supplies	100.00	324,004.00
Lunches, Dinners and Meetings	250.00	
Photographs	100.00	
Postage	1,200.00	

Taxes, Carfares, Auto Expenses, etc.	\$ 200.00	
Telephone and Telegraph	500.00	
Contingency	<u>1,500.00</u>	
<b>Total</b>		<b>\$4,455.00</b>

**III. CAMPAIGN PERSONNEL.** A preliminary estimate of campaign personnel needs is as follows:

General Campaign Director  
 Publicity Director  
 Secretary to General Campaign Director  
 Secretary to Publicity Director  
 Technical Assistant  
 Secretary to Technical Assistant  
 List Supervisor  
 List Clerks (2)

SALARIES

Technical	11,941.00	
Sub-Technical	2,420.00	
Clerical	6,640.00	
Overtime	<u>300.00</u>	
<b>Total</b>		<b>21,301.00</b>

**GRAND TOTAL**

**\$28,056.00**

of Directors an opportunity to add to the "family" not only established leaders in business, professional, social and other fields, but also those of the younger generation who will be tomorrow's leaders.

PART II - SECTION SIXTHE ROAD AHEAD

In this report we have analysed a situation and suggested a plan of action. As we warned in the introduction, accomplishment of the plan is not a task for any single department of the Wiltwyck School, nor for any certain individuals. It calls for an all-out effort on the part of every member of the Wiltwyck "family," with the public relations department and the campaign leaders serving to plan, guide and coordinate.

To sum up, this is the situation: Wiltwyck has a small group of generous and loyal supporters. The work is worthy of far greater support. Obviously, the story has not been told widely enough or strongly enough.

In telling the story, we must never lose sight of Wiltwyck's "bigger case"... its place as a laboratory in which is being conducted a great human experiment designed to turn despair into hope for many children everywhere. The potentialities of this project are boundless.

While we have dealt with the Wiltwyck Development Fund as a three-year project, its long-term significance must not be overlooked. The all-important task of bringing new leadership into the campaign effort affords the Board of Directors an opportunity to add to the "family" not only established leaders in business, professional, social and other fields, but also those of the younger generation who will be tomorrow's leaders.

In this campaign the going will be hard. Sacrifices will be exacted of the present leadership. The new leaders and helpers must become imbued with the spirit and significance of Wiltwyck. They, too, must pour into the movement their time, their talents and their hearts as well as their financial support.

But there are ample compensations for these sacrifices. Work with youth has been called the most hopeful work in the world. What more important task can exist than this effort to enable "nobody's children" to become tomorrow's enlightened, productive citizens?

[1949]

A Few Notes of Interest in Regard to  
WILTWYCK SCHOOL

The following is an extremely cursory examination of the total subject of Wiltwyck in relation to what it ought to be from the standpoint of the writer and what it ought to be from the standpoint of those who invest in it now. It should be kept in mind that the writer has approached the subject only as a layman, that details have been omitted which should be fully discussed. Most problems can be solved only by those in the field, or those with deeper experience and education in psychology, child education, etc. A direct and honest approach to the problem is necessary, however. The field of psychology itself, for instance, is in a process of growth and change so that there should be no rigid approach to the humanitarian problems. Likewise, it is not well to gloss over a situation with a generalization. Wiltwyck seems to be a leader in the field of liberality in a like institution: if, however, there is a breakdown of supposed accomplishments and of the supposed program, then those who are qualified to draw conclusions will be enabled to do so. We have omitted many details because, for reasons of fear among the personnel, or for reasons of time, they could not be proven.

It is fashionable, it is even a mark of erudition, to be able to discuss social problems en masse, forgetting the human individuals involved. Likewise, it seems to be slightly sophisticated to drag Freudian terminologies into a drawing-room conversation and behind a defense of intellectual detachment conceal a cynical hopelessness towards the solutions of this world's problems and the next generation's health. True, the most com-

plicated conclusion can be predicated upon a simple hypothesis, but the converse is equally true. Certainly the boys at Wiltwyck are what we call neurotic, some of them to the point of psychosis. Certainly they have arrived at Wiltwyck by the road of delinquency. But this in itself does not mean that they are different from other members of society. Neurosis and anti-social behavior seem to typify the modern reaction to life. That the boys are predominantly Negro merely adds one or two problems to the complicated structure of problems which face all growing individuals. Why not, then, for purposes of examination, simplify the problem by stating the basic necessities in a healthful life?

The boys at Wiltwyck need to learn to give and receive love, to erase distorted memories, to freely and competently express all creative, joyful feelings. They need useful work to do and the knowledge that they can do it, enabling them to know that they are contributing to a life process and that when they leave Wiltwyck to a less sheltered environment they will have the inner security of knowing that they can support themselves by dignified labor. They need a realistic understanding of their environment, including an honest approach to their special environment as a minority group in a caste system. They need to experience through shared activity the universality of man. Only in this way can they go out unprejudiced into a society conditioned by prejudice and be enabled to withstand the pressures brought upon them.

In view of the above approach, the following suggestions seem logical:

1. A co-educational school
2. Cottage parents

3. Work
4. Progressively-realistic education
5. Smaller turn-over and greater length of time at the school
6. Actual, not theoretical, multi-racial staff and body
7. A democratic organizational set-up with representation by counsellors on the administrative board.

... ..

The boys are brought from situations of neglect and either stupid or vicious upbringing which has brought about in many of them neurotic behavior. Those with diagnosable psychosis should not be at Wiltwyck at all as there are no facilities for handling their problems.

Their hostilities tend in most cases to be directed towards women so that when they live in an almost exclusively masculine environment they have little opportunity to either work out their hostilities or revise their conditioned knowledge in regard to women.

They are, in most cases, given more love in terms of understanding, cooperation and service by their counsellors than they have ever received. There are, however, still cases of brutality bordering on sadism which are unchecked by the administration. The boys in one house are governed almost exclusively by fear which is love's opposite and coerces rather than educates to self-discipline.

Food has always been in symbol and in reality one of the most powerful expressions of the mother-child relationship. Here it is below nourishment standards, cooked under conditions of confusion and anger, served by hostile and ignorant men who are "picked up" as employees. The sample week's menu below looks better than it was, for in many cases even the hungry, growing boys pushed their plates away, refusing to eat. It was tasteless, and the meat content negligible. This constant feeling of unfulfillment leads to unnecessary restlessness and hunger of an emotional nature.

Menu for week of May 9th through May 15th:\*\*

<del>Monday</del>	<u>Breakfast</u>	<u>Lunch</u>	<u>Dinner</u>
<u>Monday:</u>	Cereal Toast Milk	Black-eyed peas Rice Milk	Spaghetti Frankfurters Plums Milk
<u>Tuesday:</u>	Cereal Toast Milk	Potato Salad Milk Dessert	Beef Stew Cookies Milk
<u>Wednesday:</u>	Cream of Wheat Orange Milk	Lima Beans Corn Bread Jelly	Potatoes Bologna Corn Chocolate Pudding
<u>Thursday:</u>	Pancakes Milk	Noodles & Chicken Milk Cookies	Spanish Rice Lettuce Salad Apple Pie Milk
<u>Friday:</u>	Cereal Toast Milk	Tomato Soup Potato Salad Milk	Red Beans Lettuce Cookies & Milk
<u>Saturday:</u>	Cereal Toast Milk	Fried Potatoes Fruit Salad Milk	Meat Loaf Mashed Potatoes Cookies & Milk
<u>Sunday:</u>	Cereal Toast Milk	Stewed Chicken Rice Dessert Milk	Navy Beans Cole Slaw Dessert Milk

\*\*For almost two weeks the milk has been undrinkable..sour and separated. Counsellors average \$5.00 per week each on additional food. The above menu would probably pass as it stands on paper. It is, in fact, above average. This was a good week.

The boys are reaching adolescence and a growing knowledge of sex. Here, of course, there is besides ugly memory the almost exclusive association with other boys and male counsellors, surreptitious attempts at homo-sexual relationships, equally guilty masturbation and a thorough-going desire for feminine companionship of both the mother and the companion nature. There are few healthy sublimations such as dancing, games, singing, association in work and at school. There is no mother relationship to teach, to soothe frustrated drives, to build strong and good love-images. Despite the difficulty of finding men, and women especially, who are self-sufficient and stable, it would be more realistic and more beneficial to work towards the cottage-parent idea already considered for some time. The relinquishment of neurotic patterns by the children would take longer but would be more permanently accomplished.\* See note 1 at end of paper.

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There should, as with formal education, with lessening of restrictions and increase in personal freedom, also be a progressive policy towards work where the child is rewarded for adjustment and progress in other directions by being allowed to work. The purpose of work would be two-fold: to put the institution of a nearly self-supporting basis and to equip the children with (1) knowledge of a trade (2) habit of being self-supporting (3) feeling of self-reliance (4) sense of cooperation and (5) appreciation for and understanding of the relative value of money, capital goods and labor. The easiest way to teach a morality towards stealing, for instance, is to understand the value in labor of property. We are not, of course, advocating child labor. School would still take five hours each day and healthful free activities many others.

We can see the following possibilities at Wiltwyck as it now stands, and there would develop countless other possibilities;

1. Care and maintenance of grounds and buildings
2. Laundry and mending, plus the making of simple clothing
3. Kitchen work, including
  - A. Dishwashers
  - B. Salad Makers
  - C. Dining room help
4. Gardening, including mechanics attached to maintenance of tools and machinery
5. Canning
6. Toy-making
7. Leather-working of salable goods

Under the existing set-up, the boys are given everything in life (their food, clothing, entertainment, education, toys) and they have become with their dissatisfaction extremely arrogant and spoiled. They are not going to return to an environment like this one. They will not know how to get the material things they need and want. They will probably revert to earlier methods of stealing in order to attain these things if they have not learned any other way.

Some of the boys even now have been able to verbalize their desires sufficiently to ask for occupation, for paid work. Others have demonstrated this need in restlessness, in dissatisfaction with what is given them and even by negative "lazy" behavior. Many of them show a disregard not only for the property of others but for their own.

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The boys arrive at the school in varying age groups, almost totally behind their chronological development. Most of them can barely read or write. They are not, however, mentally deficient but are, rather, psychologically blocked. Since most of them are facing a caste set-up not only in education but later, in employment, it seems logical that there at Wiltwyck is the best opportunity for them to gain a solid understanding of the reality to which they will return. Plus the remedial reading groups and the public school there should be social education, the learning of a useful trade from which they could actually gain employment and the teaching of Negro history with an eye toward building self-respect.

The entertainment films shown should either be carefully censored or it should be seen to that there is intelligent, planned after-discussion with an honest appraisal of prejudiced content. Here is an excellent opportunity to educate the boys to the existing caste and class systems which they inherit and arm them to work intelligently to defeat ~~it~~<sup>them</sup>. There should also be selected educational films to implement teaching. All children learn quickly with pictorial devices, and these children, especially regressive in language, would be especially benefitted.

Arts and Crafts should be exactly what the terms imply. There should be an opportunity to avail oneself of free expression in fine arts plus intelligent instruction in crafts such as toy-making, leather-working, etc. In other words, there should be useful crafts and truly free artistic expression.

As it now exists, the craft shop is poorly attended because of the crippling limitations in both media and materials. (Model airplane making has been almost the total activity for at least seven months.) The Art Director, through evasion of direct

criticism and through personal inadequacy, gives neither incentive nor direction to the boys. Though the counsellors have attempted to encourage creative production, they, too, have now lost interest in craft activities because all of their attempts have been thwarted.

Knowledge is more quickly grasped by most minds when it is immediately applied. Through jobs in the garden, the cannery, the dining room and kitchen, the boys can implement their formal education. There is no reason why some of them who show special talents cannot learn rudimentary mechanics, bookkeeping, organization of detail and self-government. The boy who learns to make wooden dolls, for instance, can also learn how to package, transport and market. He can learn the necessary steps in manufacture, including some of the book work. This will teach him the importance of mathematics, grammar, etc. He has been conditioned to have a fear for and contempt of these things. How, otherwise, can he learn?

If there is a co-educational set-up, if the boys and girls study, work and play together, much of the mis-education which has taken place, the ugliness, the fear and the contempt, will be wiped out and a normal attitude will be instilled. Actually working with someone teaches more in a few minutes than twenty learned lectures. This applies equally to inter-racial relations.

The boys already show that they are deeply interested in the phenomena about them. One boy of his own accord grafted two seeds and produced an unusual hybrid. This talent should be encouraged. In other words, we believe in the inductive rather than deductive method of progressive education.

The co-racial relations at Wiltwyck are not particularly good; that is, they conform to the usual situation in the outer world. The two top positions are filled by white men, and the counsellors are exclusively Negro. We do not believe that the reversal of this position would be of any value. Naturally, we do not advocate the reversal of the caste system in society, simply changing the pigmentation of the top and bottom dogs. We do believe, however, that the top positions should be filled by men who can be respected for their genuine attitudes, where it is known that there is no inadequacy or thought of self-promotion. We also strongly advocate a democratic organization of administrative and staff personnel where each member fulfills a role contributing to a total ideal. The atmosphere at the school now is one of fear and insecurity. There is no member of staff who dares more than to hint at his dissatisfactions and bewilderments. There are two or three who are highly intelligent, sensitive men, actually devoted to the possibilities of their jobs, but these men are conditioned as Negroes to fear authority and are impressed hourly with the insecurity of their positions and the inadvisability of questioning the established procedures.

The authority now used hides behind either (1) psychological terminology (2) "The Board" or (3) the fact that the school itself is insecure. This confuses, misleads and is the basis for prevarication. The result is the above-stated one of doubt and confusion on the part of personnel plus very adequate grievances as evidenced in food, clothing, lack of craft materials and mass-production turnover of boys without regard to the opinion of either the case-workers or the counsellors.

At one time there were regular conferences of staff, teachers, nurse, psychiatrist, social worker and director to discuss progress and disposition of the boys. There are now no discussions of any kind. Notices are sent out in the form of orders as to changes in procedure or child-personnel. Boys come and go with neither preparation nor discussion. This causes a conflict among the counsellors. They were impressed when hired with the responsibility of their positions. A college education or its equivalent was required. They were then relegated to not only minor but actually in practice almost menial positions and are expected to perform in an authoritarian set-up where they have no actual part in the planning or the treatment of the boys.

Wiltwyck should perform a role among both children and adults of promoting truly understanding race relations through association, through shared activity, through the solution of mutual problems and the development of mutual respect. Since it is recognized that the majority of racial antagonism is almost a subconscious reaction, fostered by conditioning among all races since birth, fanned by economic competition, and brought into focus by an almost universal insecurity, it seems only logical that prejudice can be fully erased only on an emotional or psychic level, that intellectual re-education is not sufficient. Here, too, Wiltwyck fails to perform a role that is not only possible, but under the circumstances, advisable.

... ..

Any organization, in order to progress within the framework of a given objective, must be established on a functional basis: that is, every individual connected with the effort must play a functional role. The donor, simply by the giving of funds,

is not enabled to judge therefrom the day-by-day policies of procedure. The giving of funds enables him only to ascertain to his own satisfaction whether or not his funds are being used to his satisfaction and to either continue donating or decide to withdraw his contribution on that basis. It is likewise the responsibility of the working personnel to adhere to the original goal as recognized and supported by the donor. It is for this reason not only practical but necessary that an organization of this kind begin quickly to establish itself on a self-supporting basis. Likewise, no employee plays a functional role simply by merit of his drawing a weekly salary. His motive for working at the school may be anything from the seeking of prestige to the inability to succeed elsewhere. Unless he has a functional contribution to make, he will only weaken the structure. Wherever the working units of an organization are not in harmony with the ultimate goal and with each other, factions develop, petty intrigue takes over, and the structure finally crumbles.

Here, too, we would add that only a democratic process will work. Authority should not be invested in any one individual, neither in a body whose actual contribution is only money, but in a representative group which includes all segments of the collective effort and the collected knowledge. This, obviously, must include the counsellors who work directly with the problems and understand their hour-by-hour practical application. During the war several large corporations found that labor-management committees increased production, lowered cost and built up a mutual tendency towards cooperation and trust. The mutual benefits increased correspondingly.

... ..

A survey has already been made by Mayer. Its content is

not known to us. Because of rumors as to the nature of this survey, we would like to state that any criticism of any existing structure should entail two considerations: a theoretical ideal and a practical possibility.

It is always well to keep in mind the moral of the tale of the "Seven Blind Men and the Elephant."

We will be happy to explain, discuss and augment any statement made herein or any intimation not substantiated. Naturally our knowledge is limited not only formally but by the fact that the procedures at Wiltwyck are not made known to the counselors. Our knowledge is also gleaned only from observation of seven months and from information given by other counsellors.

Note: 1 (It has been steadily rumored that the location of the Wiltwyck school might be changed for economic reasons and for reasons of efficiency to a place nearer New York. We feel that ~~the~~ <sup>the present</sup> location is ideal! Many of the boys have never known that such lavish beauty and freedom existed before. It could be called effective therapy. It could also be called a ~~constant~~ reminder of the constant process of growth and change in nature, a steady unconscious affirmation of faith in life.)