MEDICAL CENTER ARCHIVES
OF
NEW YORK-PRESBYTERIAN/WEILL CORNELL

1300 York Avenue #34
New York, NY 10065

Finding Aid to the

THE RECORDS OF THE DEVELOPMENT OFFICE,
NEW YORK HOSPITAL-CORNELL MEDICAL CENTER

Dates of Records:
1939-1979

53 Linear Inches
(11 Boxes)

Finding Aid Prepared By:
Barbara Saint Mary
March 1983
Background

The Development Office was established as a separate entity in 1975. Prior to this, there were several groups within the Medical Center responsible for fundraising. There was the Public Relations Department of the New York Hospital, which took care of media relations, community affairs, and fundraising activities. Kay Bailly as Director headed this office until March of 1974, and then she served as the Associate Director, Hospital Annual Fund. The Cornell counterpart to this was the Office of Public Information. The alumni offices of the Medical College and the Cornell University –New York Hospital School of Nursing handled their own appeals. The Board of Governors and the Joint Board oversaw the various groups.

In 1966, at the close of the Fund for Medical Progress, the Executive Committee of the Steering Committee of the Fund announced that the Joint Board had decided to create a development office and to hire someone to direct fundraising efforts. This idea did not bear fruit until 1973 when a study was done at the Center (Box 7, 1) which recommended that a 1971 plan for consolidating the fundraising activities of the Center be implemented. (It had been sidetracked due to the air rights controversy). The earlier study called for the establishment of a Public Relations (later Public Affairs) Office to handle all press relations, community involvement, and publications for the Center; a Development Office to deal with general fundraising, special projects needing funds, annual appeals, and the money end of membership in the Society of the New York Hospital; and a third office to coordinate relations with, and fundraising appeals to, the alumni of the Medical College and the School of Nursing. (In 1976 this became the Center Alumni Office). All of these offices would report to the Vice President for Public Affairs, the first of whom was Charles Dick, appointed in October of 1973.

Since 1973 there have been many changes in the personnel and structure of the Development Office. The Vice President for Public Affairs position was abolished in 1976 when Dick left. His responsibilities were handed over to E. Hugh Luckey, the President of the Center, for the duration of the Third Century Fund campaign. After a brief interim, Frank Markoe was hired in August of 1981 as the Executive Director for Development and Public Affairs. Reporting to Mr. Markoe and his predecessors have been a series of men who have served as Director of the Development Office. In March 1975 Ted Alexander took the position, followed by Stephen J. Smallwood in September of 1976. The latter was the only one to use the title Vice President for Development, the rest, before and after him, used the title of Director. In March of 1980, Ken Brock became the Director, although Smallwood officially held this position until May. In January of 1983, Vincent Spinelli took over the Office.

Scope and Content

This collection, which was received from the Development Office, contains much that pre-dates the actual existence of that office. The pre-1975 files are made up of the old fundraising/development files from the Public Relations Dept. of the New York Hospital. That office, which had the responsibility of the present day Public Affairs and
Development Offices, maintained a separate staff and file system for each of these functions. When the physical splitting of the Public Relations Office occurred in 1975, the Development people took the applicable files with them. Hence, there are files here that deal with the building and renovation of the Cofer Chapel, 1950-1974, including correspondence with Mrs. Leland E (Luisita) Cofer, the architects, and Mrs. Arthur Whitney, a substantial donor who wished her part in the Chapel revitalization to remain unknown. (Box 2, f. 9-13)

Contained within the early Public Relations files are also monthly Contribution Reports dating from 1965-1976. They deal exclusively with the New York Hospital, later including the figures for the Westchester Division. These reports contain a great deal of information on the mail appeals, miscellaneous funds, designated gifts (with donor, amount, and specific account) and membership. The latter is also treated in a group of files (Box 8) documenting membership in the Society of the New York Hospital and elections of the Society from 1939. The statistics relating to the fundraising efforts of the Medical College (Box 4, f.?) are separate from the Hospital's and are contained within larger Cornell University reports.

Many of the files in this collection deal with the two major capital drives that the Center has conducted since 1960: the Fund for Medical Progress (FMP) and the Third Century Fund. Both of these efforts were considered successful. In 1961, the Fund for Medical Progress was launched with a goal of raising $59,700,000 for the immediate capital needs of the Center, such as: endowed professorships, the endowment, new nurseries, the William Hale Harkness Medical Research Building, the Wood Library, the Dr. Connie Guion Building, the Griffis Faculty Club, etc. (see Box 5, 5) The campaign lasted until 1966, with the tabulations finally closed and recorded in the Balmos Report in 1971 (Box 5, 2) which lists all major contributors to the Center from 1958-1971.

During the course of the Fund for Medical Progress) a film was made entitled "The Third Century." (Box 5, 12) In 1975/1976 this became the name of a new fund drive and the newly established Development Office was there to guide it along. The original goal set for the three-phase project was $247,100,000, with the drive outlined to last until June 1985. A Case Statement (Box 9, 21) was developed that described the phases, goals, needed funds and the impact of each of the projects proposed. These files document the methods that were chosen to obtain these goals and the work that was done until 1978.

This collection contains several other important files that were created and used by the Development Office that do not deal with the two fund drives but which were going on at the same time. There are folders on different funds, the Barklie McKee Henry Memorial Fund, the McLean Memorial Fund, the Ralph Bunche Memorial Fund for example, as well as correspondence and administrative files on the outside companies (American Fund Raising Service and Epsilon Data Management) that the Center used in their fundraising efforts. There are the files that have the information on the holiday appeals and routine mailings the Hospital sends out.
Relations with the Medical College alumni are documented in Box 1, while the Nursing School and its graduates are dealt with in Box 9. An interesting file on the School of Nursing relates the fate of the School after its closing had been announced in 1977 (Box 10, 8). This folder contains the plan for a Master's Program in Nursing that was proposed to help keep the School in existence and also gives an insight into the attitudes and responses of people toward the closure. A brief history of the events that lead to the decision to end the School is given, adding to the file's interest.

Finally, there is a series of folders that are called "Chronological Files" (Box 3). These were the working files of the Development Office and bear witness to the day-to-day events of that office. There is information on personnel, meetings, and fundraising efforts, in general. Related materials can be found in other files, but this group gives a better sense of the office itself and the overriding, long-range plans of the administration that they were trying to serve. Along these same lines is a file of Meeting Notes for September 1976 to January 1977. (Box 10) While the Third Century Fund is the major topic of most meetings, several interesting glimpses of the activities and personalities involved appear.

**Non-Manuscript Material**

This collection contained several blueprints and architectural drawings, many dealing with the Cofer Chapel (1950-53). There were later ones on the 11th Floor Recovery Room renovations (n.d.) and the Medical I.C.U. (November 1, 1968). These have been placed in the Map Case of the Archives, Range 2, Drawer 8.

**Subjects**
- Alumni, Cornell University Medical College
- Alumni, Nursing, School of-Box 1 & 9
- Bunche (Ralph) Memorial
- Caduceus Society
- Chapel
- Cofer, Leland E.
- Cornell Medical Community Computer Project-Box 9
- Financial
- Fund for Medical Progress
- Fund Raising Committee, JAB
- Fundraising
- Hanlon, Lawrence
- Henry, Barklie -Box 7
- Intensive Care-Box 9
- Lasdon House-Box 7
- Library, Cornell University Medical College
- McLean, John
- Medical College Fund
- Minutes
- Nursing-Box 1, 9 & 10
Container List

Box 1

Folder Description

1 Admissions, V.I.P., Sample Form, 1975.
3 Alumni Association, Cornell University Medical College, Award of Distinction, Correspondence & Lists, 1974-1976.
4 Alumni Association, Cornell University Medical College, Caduceus Society, Correspondence re: Dinners, Cornell Medical College Fund, 1975-1976.
5 Alumni Association, Cornell University Medical College, Fundraising & Miscellaneous, Correspondence, 1970-1971.
6 Alumni Association, Cornell University Medical College, Tours and Travel, 1974-1975.
7 American Fundraising Services, Inc., Correspondence re: Termination of Services, Program Update, 1976.
8 American Fundraising Services, Inc., Correspondence, Holiday Appeal, Program Recommendations for 1976, July-December 1975
10 American Fundraising Services, Inc., Correspondence, Report on 1973 Mail Programs, Holiday Appeal, January-June 1975

Box 2

Folder Description

1 American Fund Raising Services, Inc., Correspondence, 1974.
2 American Fund Raising Services, Inc., New York Hospital, Development System
3 American Fund Raising Services, Inc., Maintenance Manual, October 1973
4 American Fund Raising Services, Inc., Correspondence, 1973; Direct Mail; Development Plan, Holiday Appeal, 1972
5 Board of Social Welfare, New York State, Guidelines, March, 1977
7 Bunche (Ralph) Memorial, Planning Notebook, 1972.
10 Chapel, New York Hospital, Renovations, 1971-1972.
11 Chapel, New York Hospital, Correspondence re: Cofer Gift & Renovations, 1953-1958.
12 Chapel, New York Hospital, Correspondence re Whitney Gifts & Renovations, 1950-1952
13 Chaplaincy Service, Correspondence on Foundation of, 1952-1960.

Box 3

Folder Description
1-3 Chronological Files Re: Fundraising, Donations, Development Office, Millbank Memorial Fund, October 1973-1978.
4 Cofer Fund, 1957-1959.

Box 4

Folder Description
1-6 Contribution Reports (Monthly), New York Hospital, 1965-1970.
8 Deferred Giving Program, 1972.
9 Development Proposal, Organizational Plan & Role of Development Committee, April 1969
10 Eddy, Jesse P., M.D., Correspondence, January-February 1976.

Box 5

Folder Description
1 Epsilon Data Management, Inc., Correspondence, Reports, Contracts re: Computer Services & Mailings, 1975-1979
3 Fund for Medical Progress (FMP), Bronze Plaque, Correspondence re: Making and Installing, 1966-1967.
<table>
<thead>
<tr>
<th></th>
<th>Description</th>
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<tbody>
<tr>
<td>4</td>
<td>Fund for Medical Progress (FMP), Bronze Plaque, Donor Approvals, 1966-1967</td>
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<td>5</td>
<td>Fund for Medical Progress (FMP), Campaign Brochures &amp; Publications. 6 Fund for Medical Progress (FMP), Campaign Report &amp; Donors' Names, 1966-1967</td>
</tr>
<tr>
<td>6</td>
<td>Fund for Medical Progress (FMP), Coordinating Committee, December 1961.</td>
</tr>
<tr>
<td>7</td>
<td>Fund for Medical Progress (FMP), Cornell Medical College, Fundraising</td>
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<tr>
<td>8</td>
<td>Fund for Medical Progress (FMP), Executive Committee, December 1961-May 1963.</td>
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<tr>
<td>9</td>
<td>Fund for Medical Progress, Cornell Medical Progress Dinner, Program And Guest List, February 15, 1962</td>
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<tr>
<td>10</td>
<td>Fund for Medical Progress (FMP), Donors as of April 12, 1967, Address List.</td>
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<tr>
<td>11</td>
<td>Fund for Medical Progress (FMP), Film &quot;Go and Do Thou Likewise,&quot; Correspondence and Script, 1963-1964.</td>
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<tr>
<td>12</td>
<td>Fund for Medical Progress (FMP), Film &quot;The Third Century,&quot; Correspondence and Box Scripts, 1962-1964.</td>
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**Box 6**

**Folder**

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Fund for Medical Progress, Medical Progress Dinner, Programs, Seating, Dec. 7, 1961</td>
</tr>
<tr>
<td>3</td>
<td>Fund for Medical Progress, Planned Philanthropy, Brochure, Correspondence, 1961-1962.</td>
</tr>
<tr>
<td>6</td>
<td>Fund for Medical Progress, Prospects, Correspondence, Master List, 1962-1966</td>
</tr>
<tr>
<td>7</td>
<td>Fund for Medical Progress, Publicity Campaign.</td>
</tr>
<tr>
<td>8</td>
<td>Fund for Medical Progress, St. Regis Luncheon, Program, May 11, 1965</td>
</tr>
<tr>
<td>9-12</td>
<td>Fund for Medical Progress, Steering Committee &amp; Executive Committee of the Steering Committee, Minutes, Sept. 1962-June 1966.</td>
</tr>
</tbody>
</table>
Box 7

Folder Description
2 Fund Raising and Membership Committee, Minutes, etc.
3 Harkness Building, Correspondence, Donors, 1963-1968.
8 McLean Memorial Fund, Brochures "B" Mailing List, 1970-1971
9 McLean Memorial Fund, Brochures "C" Mailing List, 1971
10 McLean Memorial Fund, Correspondence, 1971-1972.
11 McLean Memorial Fund, Eye Resident Alumni Brochure Mailings,
12 McLean Memorial Fund, Financial (Project Status, Pledges, Donors),
   1968-1974
15 McLean Memorial Fund, McLean Professorship, Foundation Appeal,

Box 8

Folder Description
1 McLean Memorial Fund, Mailing List, Total.
2 McLean Memorial Fund, Progress Reports, June 1971-1972
9 Membership, Correspondence & Lists Re: Donors to Become Members,
   1960, 1971, 1975
10 Membership, Membership Committee, History & Members, n.d.
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<tr>
<td>3</td>
<td>Projects Needing Funds, Cornell University Medical College, Basic Science Building (Wood Foundation), 1966-1968.</td>
</tr>
<tr>
<td>4</td>
<td>Projects Needing Funds, Cornell University Medical College, Cornell Medical Community Computer Project, 1966-1967.</td>
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<tr>
<td>5</td>
<td>Projects Needing Funds, Cornell University Medical College, Hilda Altschul Master Professorship in Medicine, 1970-1971.</td>
</tr>
<tr>
<td>6</td>
<td>Projects Needing Funds, Cornell University Medical College, Miscellaneous Projects, c.1968.</td>
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<tr>
<td>7</td>
<td>Projects Needing Funds, Cornell University Medical College, Neurosurgery, Professorship of, 1968-1969.</td>
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<tr>
<td>8</td>
<td>Projects Needing Funds, Cornell University Medical College, Surgical Floor, Harkness, 1968-1970.</td>
</tr>
<tr>
<td>9</td>
<td>Projects Needing Funds, Cornell University Medical College, Suite for Advanced Cardiovascular Surgery, 1967.</td>
</tr>
<tr>
<td>10</td>
<td>Projects Needing Funds, Cornell University Medical College, New York Hospital Coronary &amp; Intensive Care Unit, 1967-1968.</td>
</tr>
<tr>
<td>12</td>
<td>Projects Needing Funds, Cornell University Medical College, F11 Intensive Care Unit (Cardiac Surgery), 1971 &amp; F14 Intensive Care Unit (Medical), 1968.</td>
</tr>
<tr>
<td>13</td>
<td>Projects Needing Funds, Cornell University Medical College, Hormone Laboratories (M7), 1967.</td>
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<td>14</td>
<td>Projects Needing Funds, Cornell University Medical College, Kidney Transplant &amp; Treatment Facilities, 1970.</td>
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<td>15</td>
<td>Projects Needing Funds, Cornell University Medical College, Lying-In Hospital Renovations, 1972-1973.</td>
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<tr>
<td>16</td>
<td>Projects Needing Funds, Cornell University Medical College, Out Patient Department, Lying-In Hospital, 1966-1969.</td>
</tr>
<tr>
<td>17</td>
<td>Projects Needing Funds, Cornell University Medical College, Pediatric Urology, n.d.</td>
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<tr>
<td>19</td>
<td>Taxes, Speech by E. Hugh Luckey, etc., 1971-1972.</td>
</tr>
</tbody>
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Box 10

Folder | Description
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1 | Third Century Fund, Communications (Newsletter, Press Releases, etc.), 1975-
2 | Third Century Fund, Correspondence, Time Schedules, Minutes, etc., 1974-1978
3 | Third Century Fund, Executive Committee for Fundraising & Public Affairs, Minutes, etc., July 1975-September 1977.
5 | Third Century Fund, Graphic Designers, Correspondence, Bills, 1975-1976.
8 | Third Century Fund, Nursing School--Plan for Master's Program & Correspondence, 1977

Box 11

Folder | Description
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1 | Third Century Fund, Pocket Cards & Letters of Intent Brochures.
2 | Third Century Fund, Proposals for Projects, Main Auditorium Renovations, May & Sept. 1975
3 | Third Century Fund, Proposals for Projects, Miscellaneous
4 | Third Century Fund, Perinatology Chair, June & August 1975
5 | Third Century Fund, "S" Building.
6 | Third Century Fund, Prospects: Evaluations, Reports, Correspondence, 1975-1977
9 | United States Trust Company, Stock Confirmations, Correspondence, 1976.
10 | United Way Tri-State Appeal, 1977-1979