

A Map of the Campaign Trail: The Long Road to Success

The Trustees of the University of Pennsylvania resolve to ensure the University's fiscal stability and to enhance its place among the nation's major universities by embarking on a campaign to raise \$255 million during the next five years.

With those brave words, adopted on October 3, 1975, the Trustees set the University on a course from which there was no turning back. Speakers at the day-long opening assembly of the Program for the Eighties used terms like "audacious" and "daringly ambitious" to describe its \$255 million goal.

But the goal was reached, and with time to spare before the campaign's end. The Trustees took time from their deliberations on June 20 for a victory luncheon at Annenberg Center. Glasses of "Campaign Champagne" were raised as Trustee Chairman Paul F. Miller, Jr., led a series of toasts to all who had contributed to the success. At that time the amount received stood at \$255,226,118.

The year 1975 was not a particularly auspicious one for launching a capital campaign, however "audacious." It was a recession year, and the Wharton School's econometricians were predicting a slow recovery. At many universities an atmosphere of retrenchment prevailed. As of 1975 no university had ever raised a sum as large as \$255 million in a single capital campaign.

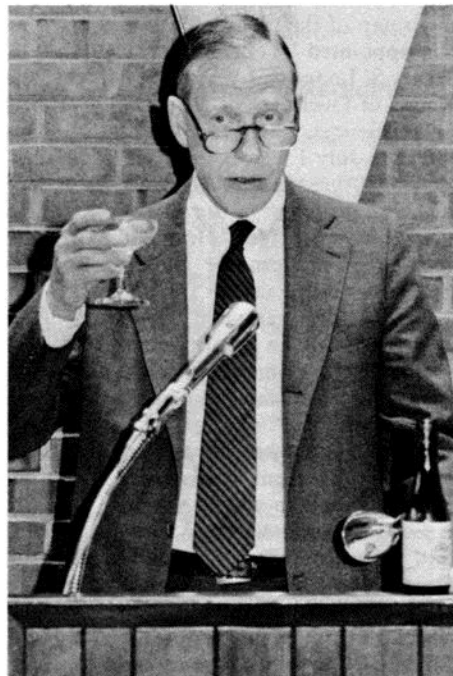
But, as the president of another Ivy League institution once declared, a university which does not live dangerously cannot aspire to greatness. A previous campaign at Pennsylvania (1965-70) had raised \$102 million and had helped to create one of the finest urban campuses in the nation. Now, the Trustees decided, it was time for a major effort to buttress Penn's academic and financial strength through an emphasis on "people and programs," with some further improvements to the physical environment.

Determining the Goal

Why \$255 million? It took the University nearly four years of planning and study to arrive at that figure, and to sort out the hundreds of needs and opportunities toward which the proceeds of the campaign would be applied. In 1971 President Martin Meyerson and then Provost Curtis R. Reitz presented a set of "Proposals for the Consideration of the University Community." Subsequently the President appointed a Development Commission with Professors Eliot Stellar and Robert H. Dyson as co-chairmen.

The Development Commission in January of 1973 issued a report containing 94 recommendations for academic advances.

These recommendations, after almost two years of further planning and setting of priorities, formed the basis for the specific objectives of the Program for the Eighties. The over-all aim was to build on the University's strengths in key fields, joining together diverse programs and talents in useful new combinations, "correlating one specialty



Chairman Paul F. Miller, Jr., invites fellow trustees to toast campaign victory.

with another, theory with practice, and the perceptions of the liberal arts with the sense of social purpose of the professions—welding them into 'One University.'"

The academic planning was accompanied by a hard-headed assessment of how much money the University could expect to raise from its alumni and friends, corporations, foundations, and associations interested in the work of particular departments and schools. Academic aspirations with price tags totaling more than \$400 million were pared to approach the fund-raising estimate that \$225 million was a reasonable goal and that perhaps \$250 million could be reached with extraordinary commitment on the part of all concerned.

Private giving to the University in 1975 was at the rate of \$25 million a year. This rate would have to be doubled to meet the goal of \$255 million over five years.

Getting Organized

To assure that this would occur, the University assembled a network of influential

volunteers—Trustees, faculty, alumni, and friends—to approach potential donors. Throughout the campaign, the Chairman of the Trustees headed the endeavor, and served as chairman of a Development Policy Committee which set over-all campaign directions. Chairman Donald T. Regan presided until July of 1978, when he was succeeded by Paul F. Miller, Jr. For the first three years of the campaign, its day-to-day business was directed by a Campaign Operating Committee, with Trustee John Eckman as chairman.

A business and industry committee composed of chief executive officers of major corporations secured corporate gifts. University educational leaders formed a committee to work with foundations, with the Provost serving as chairman. The most important prospective givers, capable of contributing \$1 million or more, were cultivated by a ten-member major gifts committee. Thirteen regional committees were formed to solicit gifts in the \$10,000 to \$100,000 range in all parts of the nation. A health affairs committee was set up to handle the medical areas, and a campus committee carried the campaign to faculty and staff members of the University itself.

With this potent campaign organization in place, the Program for the Eighties reached the laughing pad. Actually, it did not start from zero. In keeping with standard practice for such campaigns, a "nucleus fund" of \$45,800,966 had been quietly assembled during the preceding months. The bulk of the nucleus fund, more than \$32 million, came from 45 current and former Trustees of the University. Over the course of the campaign, Trustees gave an additional \$15 million.

The campaign trajectory was something other than a straight line. In the beginning, thanks to the initial "cushion," total contributions and pledges ran well above the rate needed for success over the five-year span. Toward the middle there came a sag below the charted course which fund raisers recognize as normal in such an extended effort. Then in recent months, with the finish line in plain sight, there came the hoped-for surge which sent the Program for the Eighties past its goal.

Where the Money Goes

There are several ways of viewing the results of such a large and complex effort. In terms of purpose, of the \$255,226,118 received by June 20, \$76.7 million or 30 percent of the total was designated for endowment, \$134.6 million or 53 percent for term funds or operating support, and \$30.5 million or 12 percent for facilities, with \$13.4



million or 5 percent yet to be allocated. Funds for endowment and facilities proved to be difficult to obtain, but program money closed the dollar gap.

Sources of funds were individuals (\$127.1 million or 50 percent of the total), corporations (\$40.5 million or 16 percent), foundations (\$67.9 million or 26 percent), and associations (\$19.8 million or 8 percent). The corporate total, the achievement of the business and industry committee headed by Trustee Reginald H. Jones, has been surpassed only by the campaign of one other institution, Massachusetts Institute of Technology. Mr. Jones in 1978 accepted the chairmanship of the Trustees' Resources Committee, responsible for the University's total fund-raising effort. (The over-all Pennsylvania campaign is the third largest ever successfully completed by an American university. Yale and Stanford recently concluded campaigns for larger amounts.)

The campaign as of June 20 already had generated a cash flow to the University of \$173 million. At this point, cash flow is \$21 million or 14 percent ahead of projections. Seventy percent of all commitments already have been paid, and campaign receipts will continue to flow in as pledges are fulfilled, with \$28 million expected in the current academic year.

\$131 Million From 90 Donors

The total number of campaign gifts is close to 185,000 (which necessitated a massive information-processing operation by the Department of Development and University Relations.) Seven donors each gave \$4 million or more, and 38 gave between \$1 million and \$4 million. In all, the 90 largest gifts accounted for \$131.1 million, slightly more than half of total receipts and pledges.

The University's regular Annual Giving program brought in \$22 million of the campaign total. In the process, the productivity of Annual Giving increased from \$3 million a year to \$5.5 million, and the target for 1980-81 is \$6 million.

The several regions were credited with \$173.5 million, of which more than half, \$92.4 million, came from the Philadelphia area. The New York region yielded \$48.8 million. The University also received significant support from the areas of Washington, D.C., Los Angeles/San Diego, and Florida.

The campaign obtained \$46.9 million of its total, and 37 percent of all individual gifts, through Planned Giving, by means of which some 500 persons pledged trusts and bequests to the University. A new facet was added to the campaign last autumn. Through the Telefund Project some 72,000 alumni who were not otherwise approached



Trustee Emeritus Bernard G. Segal introduced 1975 resolution setting goal.

are receiving letters from Trustees, followed up by telephone calls from specially trained Penn students. Thus far some 45,000 alumni have been reached in this fashion, and they have responded with pledges totaling \$5.7 million.

University "Family" Responds

The campus campaign, directed to all 12,000 members of the faculty and staff, was so productive that it passed its goal of \$5 million in 1978. At that time the original campus campaign chairman, Dr. Charles C. Price, Benjamin Franklin Professor of Chemistry, retired from the University and the Committee acquired a new chairman, Dr. William T. Fitts, professor of surgery, and a new goal, \$7 million. That goal also was exceeded, to a total of \$7.4 million. The achievement capped Dr. Fitts' years of distinguished service to Pennsylvania; he died on June 17.

The campus campaign total is believed to be the largest amount ever contributed to a university by members of its own "family," and Trustee Chairman Miller commented that other universities were wondering how it was accomplished. Nearly all solicitation was by mail, and gifts were made anonymously. Despite these constraints, participation by tenured faculty exceeded 50 percent. The School of Nursing and the Department of Radiology achieved 100 percent participation. The School of Medicine led all

schools in dollar amount of gifts, with just over \$3 million, which helped to establish four named professorships.

A Stronger University

Now that the Program for the Eighties has reached its dollar goal, how has the University benefited from this extraordinary effort? In terms of program objectives, the campaign helped to create or strengthen 46 named professorships, considered essential for retaining outstanding faculty members and attracting new ones. It raised \$21 million for additional scholarships and fellowships, which are increasingly needed in the competition for the most able students. It provided program support for new interdisciplinary institutions and activities such as the Center for the Study of Organizational Innovation, the Management and Technology Program, the Early American Studies Center, and the South Asian Studies Center. Physical improvements include a new medical education building, a hospital for small animals at the School of Veterinary Medicine, total relandscaping of College Hall Green, refurbishing of 14 dormitories in the Quadrangle, and construction of a new baseball field.

The University's 14 Schools achieved their aggregate goal of \$160 million, but some were more successful than others. Four schools—Law, Medicine, Veterinary Medicine, and Wharton—exceeded their goals by varying margins, and Engineering and Applied Science came within 4 percent as of June 20. But some specific goals remain unmet, and a number of important new needs have emerged during the campaign years.

No End of Challenges

Thus, as the Program for the Eighties nears an end, the tasks of the Eighties remain to be confronted. At the luncheon on June 20, President Meyerson told the guests that reminiscences were inevitable "but we must reminisce with a sense of the future." Paul Miller declared to the Resources Committee that "all of you know we cannot afford more than a brief pause to celebrate; a number of key objectives remain unfulfilled, and the years ahead hold a variety of challenges." Reginald Jones, in a sober message to the Committee, said "there is no debate on the overall need for continued stress on fund-raising, and particularly on the fact that it will be difficult to sustain momentum following completion of the campaign."

In a sense, the Program for the Eighties began long before anyone knew there was going to be a campaign. And in a sense, the campaign will continue, even after its formal conclusion.