

# CAMPAIGN OVERVIEW

*Making History: The Campaign for Penn* is the first comprehensive, University-wide fundraising effort in nearly two decades. What that means to you — our faculty, students, and staff — is that for the next five years, we will be making history together.

## SCHOOL GOALS & PRIORITY HIGHLIGHTS

### Annenberg School for Communication

**The Campaign for the Annenberg School for Communication**  
*Campaign Goal:* \$47 million  
*Priority Highlights:* Capital Projects, Global Communications Studies, Post-Doctoral Program, Annual Giving

### School of Arts & Sciences

**The Campaign for the School of Arts and Sciences**  
*Campaign Goal:* \$500 million  
*Priority Highlights:* Endowed Professorships, Endowed Scholarships, Graduate Fellowships, Undergraduate Programs, Facilities, Annual Giving

### School of Dental Medicine

**Leading the Profession**  
*Campaign Goal:* \$37 million  
*Priority Highlights:* Building Renovations, Graduate Scholarships, Endowed and Associate Professorships, Term Chairs, Clinical Research, Annual Giving

### School of Design

**Design Matters: The Campaign for PennDesign**  
*Campaign Goal:* \$20 million  
*Priority Highlights:* Facilities, Endowed Chairs, Endowed Fellowships, Programs, Annual Giving

### Graduate School of Education

**The Campaign for the Graduate School of Education**  
*Campaign Goal:* \$52 million  
*Priority Highlights:* Financial Aid, Endowed Professorships, Faculty Research, Programs, Research Facility, Annual Giving

### School of Engineering and Applied Science

**Making History Through Innovation**  
*Campaign Goal:* \$150 million  
*Priority Highlights:* Nanoscale Research Building, Facility Renovations, Professorships, Faculty Research, Graduate Fellowships, Undergraduate Scholarships, Annual Giving

### Law School

**Bold Ambitions: The Campaign for Penn Law**  
*Campaign Goal:* \$175 million  
*Priority Highlights:* Scholarships, Endowed Professorships, Physical Plant, Cross-Disciplinary Initiatives, Annual Giving

### PENN Medicine

**The Campaign for PENN Medicine**  
*Campaign Goal:* \$1 billion  
*Priority Highlights:* New Clinical, Research, and Educational Facilities, Research, Endowed Professorships, Student Financial Aid, Patient and Student Programs, Annual Giving

### School of Nursing

**Where Science Leads: The Campaign for Penn Nursing**  
*Campaign Goal:* \$75 million  
*Priority Highlights:* Professorships, Research Center Support, Clinical Education, Community Health, Renovation of Facilities, Undergraduate Scholarships, Graduate Fellowships, Annual Giving

### School of Social Policy & Practice

**The Campaign for Social Justice: Solving Society's Most Complex Problems**  
*Campaign Goal:* \$33 million  
*Priority Highlights:* Graduate Financial Aid, Endowed Professorships, Nonprofit/Nongovernmental Organization Leadership Program, Faculty and Professional Development, Research, Annual Giving

### School of Veterinary Medicine

**The Campaign for the School of Veterinary Medicine**  
*Campaign Goal:* \$125 million  
*Priority Highlights:* Facilities, Endowed Fellowships, Endowed Professorships, Programs, Annual Giving

### Wharton School

**Innovation and Leadership: The Campaign for Wharton**  
*Campaign Goal:* \$550 million  
*Priority Highlights:* Business Institute for Global Good, Emerging Research Programs, Global Leadership Institute, Entrepreneurship Institute, Professorships, Fellowships and Scholarships, Curriculum Development, Facilities and Information Technology, Annual Giving

## CENTER GOALS & PRIORITY HIGHLIGHTS

### Annenberg Center for the Performing Arts

**The Campaign for the Annenberg Center for the Performing Arts**  
*Campaign Goal:* \$9.8 million  
*Priority Highlights:* Creative Venture Fund for Theatre, Music and Dance; Facility Renovations; Annual Giving

### Institute of Contemporary Art

**ICA = Vision: The Campaign for ICA**  
*Campaign Goal:* \$17 million  
*Priority Highlights:* Endowing Exhibitions and Programs, Endowed Curatorships, Education Outreach, Annual Giving

### Morris Arboretum

**The Campaign for the Morris Arboretum**  
*Campaign Goal:* \$50 million  
*Priority Highlights:* Horticultural and Education Center, Endowment, Restoration, Directorships, Exhibitions, Internships, Annual Giving

### Penn Athletics

**The Campaign for Penn Athletics**  
*Campaign Goal:* \$112 million  
*Priority Highlights:* New Facilities, Building and Facility Renovations, Endowed Directorships, Endowed Head Coaches, Annual Giving

### Penn Libraries

**Building the Library of Tomorrow: The Campaign for the Penn Libraries**  
*Campaign Goal:* \$47 million  
*Priority Highlights:* Enhancing Scholarly Resources, Digital Library Innovation, Renewal of Library Spaces, Endowed Librarianships, Annual Giving

### Penn Museum

**The Campaign for the Penn Museum**  
*Campaign Goal:* \$74 million  
*Priority Highlights:* Facilities, Curatorship Endowments, Keepership and Senior Researcher Endowments, Senior Staff Endowments, Annual Giving



## UNIVERSITY GOALS & PRIORITY HIGHLIGHTS

### University-wide initiatives improve and enrich the Penn experience for 24,000 undergraduate, graduate, and professional students.

*Campaign Goal:* \$426 million  
*Priority Highlights:* Penn Integrates Knowledge Professorships, College House, Undergraduate Scholarships, Student Internships, Graduate and Professional Student Aid, ARCH Renovations, Student Activities, International Initiatives, Student Health, Netter Center for Community Partnerships, Student Learning Hubs, Annual Giving

# MAKING HISTORY

## THE CAMPAIGN FOR PENN



LAUNCH OF PUBLIC PHASE: OCTOBER 20, 2007

CAMPAIGN CLOSE: JUNE 30, 2012

*University of Pennsylvania President Amy Gutmann's remarks at the Gala Kickoff Celebration on October 20, 2007*

### WELCOME TO PENN'S MOMENT . . .

Our most defining moment since Benjamin Franklin raised 2,000 English pounds to launch his revolutionary Academy in Philadelphia. The Academy that we know and love as Penn.

Together we have grown from a small Academy into a dynamic powerhouse of 12 great schools, six outstanding centers, and a phenomenal academic health system . . . all collaborating on a contiguous 260-acre campus.

Together we have grown from a handful of faculty . . . into a constellation of more than 2,400 star scholars and teachers, winners of Nobel Prizes, Laskers, Guggenheims, MacArthurs, Carnegies, and more.

Together we have grown from our first graduating class of six students . . . into a proud Penn family of more than 300,000 students and alumni.

And together we have transformed ourselves into local and global leaders. We are nurses and engineers, innovators and inventors. We are doctors . . . and designers . . . and dreamers. We are lawyers and teachers, scholars and seekers. We are scientists on the cutting edge, and artists for the ages. We're captains of finance and industry, leaders of nations, and movers of mountains.

Together, we are proof perfect that an investment in knowledge pays the greatest dividends.

Together, we agree that from those to whom much is given, much is expected.

And tonight, we know that our moment has arrived to pay it forward. So let us begin an epic journey of stunning transformation.

I am proud to announce the launch of our monumental \$3.5 billion campaign . . . a campaign to make Penn an ever more extraordi-

nary force for good, here at home and around the world.

How will this campaign transform Penn?

We will educate the most talented students from all backgrounds . . . young men and women who come to us with sparks of genius to solve the most challenging problems, unlock the greatest mysteries of the human mind, and improve the world in bolder and more unpredictable ways than ever before.

We will empower the most revolutionary scholars to fan those sparks.

TOGETHER, WE HAVE THE  
POWER TO CONCEIVE A NEW  
KIND OF UNIVERSITY . . . ONE  
THAT IS MORE INTELLECTUALLY  
DARING THAN OTHERS, MORE  
BEAUTIFULLY VIBRANT THAN  
EVER, AND MORE POWERFULLY  
TRANSFORMATIVE THAN  
ALL THE REST.

We will build new state-of-the-art facilities, the ideal conditions for those sparks to fly throughout our campus and ignite the world beyond.

And we will be able to create the ultimate urban campus.

We shall start by transforming this massive parking lot that I would describe with a choice four-letter word — *ugly* — into *lovely* green space. Then we will create a second great quad for our students on Hill Square.

We shall build a gleaming new fitness and training facility within the arcade of Franklin Field while also connecting our campus in ways that were never before possible.

And we will tap ever deeper into the riches of Penn's great cultural treasures, which include our magnificent Museum and Arboretum.

All this is just a fraction of the historic transformation that will be made possible by our *Making History* campaign.

Our students and faculty are already rushing across boundaries, making the kind of connections and discoveries that most of us could never have imagined when we were students. Indeed, if there were no Penn, we would have to invent one.

Fortunately, we are Penn, and we are perfectly positioned to forge the bonds of knowledge across all divides for the sake of serving humankind.

What, in a word, can a \$3.5 billion campaign accomplish for Penn? Everything . . . everything that our city, our society, and the world most need in a great university.

And we are off to a phenomenal start. Thanks to so many of you who are gathered here this evening, we have already reached \$1.6 billion, 46% of our goal. What a resounding vote of confidence in Penn's future!

We are the beneficiaries of an experiment that revolutionized higher education in America and has served humanity for more than two and a half centuries. We are also the stewards of Penn's success, moving forward.

We love what Penn has done for us.

We know what Penn can do for our students and the world.

Together, we have the power to conceive a new kind of University . . . one that is more intellectually daring than others, more beautifully vibrant than ever, and more powerfully transformative than all the rest. Together we must heed the call to serve Penn with all our love and with all our might.

This is our moment. Let us seize the moment now. Let us make history together! Thank you.

[www.makinghistory.upenn.edu](http://www.makinghistory.upenn.edu)

# MAKING HISTORY: THE CAMPAIGN FOR PENN SEEKS TO RAISE \$3.5 BILLION BY THE YEAR 2012. HOW WILL THIS INFUSION OF RESOURCES CHANGE THE UNIVERSITY?

FRANKLIN'S CORE BELIEF in founding the University of Pennsylvania was that education should merge the theoretical with the practical and that higher education should play a critical role in building society. *Making History: The Campaign for Penn* has as its overarching goal the creation of a university that will answer this purpose in the 21st century: to build on Penn's special strengths to improve the lives of people across the globe. How will the campaign advance this goal?

## More Aid for Undergraduate Students

Penn seeks to educate leaders for a global society, and that means educating men and women from every culture and background. Diversity and excellence go hand in hand in creating a vibrant academic environment where students and faculty learn from each other, not only from material.

Penn is one of 40 need-blind colleges and universities – about 1 percent of all 4,000 institutions of higher education in the country. This University's commitment to need-blind admission is huge and unwavering. It is also a commitment that benefits every student at Penn, not just those who receive awards.

Currently endowed funds support about 15% of our undergraduate financial aid. The remainder comes directly from the operating budget. More endowed scholarships will sustain our commitment to need-blind admission while limiting the drain on the operating budget so Penn can continue to develop strategically in other ways.

## More Aid for Graduate and Professional Students

The presence and high quality of Penn's graduate and professional students are critical to both our research and teaching missions. Faculty choose to teach at universities where they can work with outstanding graduate students, and undergraduates choose to enroll at universities where they can take advanced-level courses. Graduate students also support the faculty in making education into a hands-on, personalized experience for undergraduates.

Very simply, without significant graduate and professional fellowships, we risk losing the very best candidates to universities with either lower costs or more financial aid. Fellowships are

especially important for students who already carry significant debt from funding their undergraduate education. In many areas of the humanities and in professions such as nursing, education, and social work, the burden of debt can weigh particularly heavily. And across the board, strong financial aid packages are often the only way graduate and professional students can make commitments to courses of study that may take up to seven years to complete.

At present, endowed funds provide 16% of the overall aid budget for graduate and professional students. As with undergraduate aid, more endowed funds for graduate and professional student aid bring future leaders to Penn and support the University's strategic growth by reducing reliance on operating funds.

## More Support for Faculty

All of our aspirations for Penn depend on the leadership of faculty who promote both the integration of knowledge and an undergraduate education that is both broad and deep. To attract and retain faculty who will move Penn forward, the campaign will build endowment for professorships, directorships, curatorships, and visiting scholars programs. In a highly competitive market for faculty, endowed positions offer a combination of recognition and support for competitive salaries as well as their research and teaching programs.

The Penn Integrates Knowledge (PIK) Professors exemplify the kind of faculty we want at every level. They are among the world's most accomplished thinkers in their respective fields, and they approach their work with the interdisciplinary perspective that we want to teach our students. Each PIK professor will hold joint appointments with equal standing in two schools. Penn believes they represent an approach that will become increasingly part of the academic mainstream as we move into the future.

## New Facilities and Building Renovations

Our fundraising campaign will help us take the first steps in realizing the 30-year master plan, *Penn Connects: The Vision for the Future*, made possible by our purchase of the 24-acre "Postal Lands." Every portion of the plan supports greater connection — between campus and community; across disciplines, schools, and fields; and among research, teaching, and service.

New facilities supported by the campaign will advance Penn's development in areas where we can truly make an impact. The Singh Center for Nanotechnology will make us a global center in nanoscale research. A new building for neural and behavioral science will allow the School of Arts and Sciences to bring together its significant cross-disciplinary strengths in brain science, while a new music building will support the School's nationally recognized program as well as concerts for the campus and regional communities. The Perelman Center for Advanced Medicine will deliver care organized around a patient's needs and allow clinicians and researchers to connect more easily than ever before.

Our students' experiences outside the classroom will also benefit, as the campaign supports the development of green spaces and new recreational facilities within the master plan. A new College House will make more spaces available to students who want the experience of living in a setting that encourages learning as a 24/7 activity.

## More Unrestricted Support

Increased unrestricted support through annual giving will also aid our strategic development because we can direct those funds where they will do the most good at any moment. Unrestricted funds allow us to pursue unexpected opportunities or meet unforeseen needs. They strengthen the operating budget that allows us to create a beautiful campus and a rich student experience that extends beyond the classroom. Unrestricted funds help support the programs that take our students into other countries and cultures, where the concept of a global education becomes reality. Increased unrestricted funds comprise 20% of Penn's total campaign goal.

**CAMPAIGN CHAIR**  
George A. Weiss, W'65

**CAMPAIGN CO-CHAIRS**  
Christopher H. Browne, C'69  
Henry A. Jordan, MD, M'62, RES'67  
Robert M. Levy, WG'74

## Non-Financial and Engagement Goals

There are many opportunities for Penn alumni, students, parents, and friends to participate in *Making History*. Beyond the financial targets are specific goals for engagement that represent Penn's commitment to broadening and cultivating its most important relationships. These goals include:

- Strengthen campus and regional activities that engage alumni, students, parents, and friends and provide increased access to Penn's vast academic resources.
- Build on the success of alumni class and affinity group programming, creating new ways for alumni to connect with each other.
- Expand career networking opportunities for alumni and students.
- Grow the number of alumni who support Penn's commitment to educational excellence through their annual gifts.
- Increase the number of individuals who create lasting legacies at Penn through their planned gifts and Harrison Society participation.
- Deepen student awareness and involvement in the full range of development and alumni relations activities.



## HOW WE SET CAMPAIGN PRIORITIES

*Penn arrived at these campaign priorities through a multi-year planning process. The Provost worked with deans and directors on a list of priorities for their respective schools and centers. The President, Provost and these academic leaders then worked together to prioritize the list across the university. We also consulted extensively with Trustees, Overseers and many of the University's most generous benefactors and potential donors to identify those priorities that were likely to attract philanthropic support.*

## THE CAMPAIGN AND PENN CONNECTS

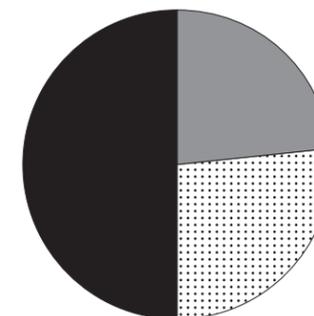
*The eastward expansion provides Penn a once-in-a-century opportunity to transform the campus. The master plan, Penn Connects: A Vision for the Future, will take three decades to be realized. The Campaign will set it in motion by funding key priorities and establishing its conceptual framework: strengthening the academic core, creating open space and playing fields, and connecting the campus to the city.*

[WWW.PENNCONNECTS.UPENN.EDU](http://WWW.PENNCONNECTS.UPENN.EDU)

[WWW.MAKINGHISTORY.UPENN.EDU](http://WWW.MAKINGHISTORY.UPENN.EDU)

## OVERALL GOALS BY PURPOSE

- **Endowment 50%**  
\$1.75 billion
- **Current Use 24%**  
\$826 million
- ▣ **Capital 26%**  
\$924 million



## OVERALL GOALS BY PRIORITY

- ▣ **Faculty 18%**  
\$623 million
- ▣ **Undergraduate Scholarships 10%**  
\$350 million
- **Graduate & Professional Aid 9%**  
\$323 million
- ▣ **Buildings & Renovations 26%**  
\$924 million
- **Programs & Research 26%**  
\$909 million
- ▣ **Unrestricted 11%**  
\$371 million

