

Business & Philanthropy

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Harvard's Brass Ring

University to launch higher education's most ambitious fund-raising drive ever

By Goldie Blumenstyk

HARVARD UNIVERSITY plans to announce this week a drive to raise \$2.1-billion by mid-1999, the largest campaign in the history of higher education.

The goal is more than half a billion dollars greater than the next-biggest campaign, Yale University's \$1.5-billion drive. It is six times as ambitious as Harvard's last campaign, which ran from 1979 to 1985 and raised \$358-million.

Harvard, the nation's wealthiest university with an endowment of about \$6-billion, typically raises about \$200-million a year.

Harvard's president, Neil L. Rudenstine, said in a letter to alumni this month that the goal, though big, is justifiable because it "reflects the modern scale of the university itself." Harvard has an annual operating budget of more than \$1.4-billion.

'THEY'LL DO IT'

At universities conducting giant campaigns of their own, fund raisers said they weren't concerned about the potential for competition from Harvard.

"It will raise people's sights about the importance of large gifts," said Inge T. Reichenbach, director of development at Cornell University, which has raised \$1.02-billion toward its \$1.25-billion goal.

"God bless 'em. They'll do it, knowing Harvard," said Richard K. Naum, vice-president for development at Columbia University. Columbia, along with its affiliated Presbyterian Hospital, has raised \$950-million toward a combined campaign goal of \$1.15-billion.

The Harvard drive is significant for more than just its size. This is the first university-wide campaign in modern times for Harvard, an institution known for the financial and academic independence of its schools and colleges.

Mr. Rudenstine has said in past interviews that he wants to tame that "fiendishly decentralized" system with new academic initiatives that require cooperation among the schools. The campaign is one vehicle through which to do that.



JOE WEINER, HARVARD U., FOR THE CHRONICLE

Neil L. Rudenstine, Harvard University's president, says the campaign's goal is justifiable because it "reflects the modern scale of the university itself."

As part of their planning, Harvard deans and faculty members identified five themes they believe are important to society and appropriate for Harvard's schools to study and teach cooperatively: the environment; health care; schooling and children; professional ethics; and studies in the mind, brain, and behavior.

'CAPACITY TO SERVE'

The campaign, in addition to the usual practice of setting fund-raising goals for particular schools or programs, seeks to raise a total of \$75-million to support work in those areas.

The idea, Mr. Rudenstine said in his letter, is to "not only strengthen our own sense of common purpose but also improve the university's capacity to serve our students and the larger society in creative ways."

Mr. Rudenstine declined to be interviewed for this article because he did not want to pre-empt the university's formal

announcement of the campaign on Friday the 13th.

Noting the date, *Harvard Magazine* predicted that the drive would be "a triumph of faith over superstition."

Recent events—especially the abrupt resignation in April of Harvard's popular provost, Jerry R. Green, who had been intimately involved in campaign planning and in efforts to develop unified academic programs—have raised some concern on the campus about the campaign's prospects.

Mr. Green, who was provost for just two years, will step down at the end of the current academic year to return to teaching. He has given no reason for his decision. But in an interview, he said it was "not a bad time" to make the switch because the campaign planning had been completed.

"There is, of course, the actual problem of raising a huge sum of money," Mr. Green added.

A professor who is a friend of Mr. Green said the provost resigned because of differences in personal chemistry, not over policy. "Jerry is a very

button-down, decisive, and analytic kind of guy. Neil is a very touchy-feely, emotive person who likes to ruminate long over decisions," the friend said. The friend added that he and some of his colleagues were concerned that the president's management style could hinder a campaign that requires "focus."

Of particular concern is the fate of fund raising for the five thematic programs, one of the distinguishing features of the campaign.

"Fund raising for these programs will be difficult," said a high-placed Harvard official, who asked not to be identified, "because donors for the programs are also candidates for major gifts to the schools."

"I'm not worried that we won't raise money for these things eventually," the official continued. "But these are the new things. I think they need to succeed early in the campaign to give them the visibility they deserve. They'll need some attention, somebody speaking up for them."

A Harvard spokeswoman said the university was fully committed to the idea of the five themes. "I know the president talks about it quite a bit," she said.

A 2-YEAR 'QUIET PHASE'

As is the case in most fund-raising campaigns, when Harvard publicly announces its drive it will already have collected more than a quarter of its goal in gifts or pledges during a two-year "quiet phase."

The Harvard official said little had been raised for programs under the five themes. No money has yet been committed, for example, to "schooling and children."

Jerome Murphy, dean of the School of
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University Campaigns to Raise \$1-Billion or More

	Goal	Began	Scheduled to close	Gifts and pledges to date
Harvard U.	\$2.1-billion	7/92	mid-1999	\$500-million-plus
Yale U.	\$1.5-billion	7/91	6/97	\$886-million
U. of Pennsylvania ..	\$1.3-billion	7/88	12/94	\$1,269-million
Cornell U.	\$1.25-billion	9/88	12/95	\$1,022-million
Columbia U.	\$1.15-billion	12/88	12/95	\$950-million
Stanford U.*	\$1.1-billion	1/86	2/92	\$1,269-million
New York U.	\$1-billion	9/84	6/95†	\$954-million
U. of Michigan	\$1-billion	7/90	9/97	\$603-million

* Campaign has been completed

† Information not available

† Originally expected to conclude in 2000

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Education, said the absence of such commitments didn't concern him. "I do not think it's a bad sign at all," he said. Potential donors have supported the idea, he said, and he and others have not yet begun actively to seek gifts.

The fund-raising goal for the School of Education is \$60-million, an amount Mr. Murphy called "a stretch," especially since most education-school alumni don't command the high salaries that graduates of the schools of law, business, and medicine do.

Foundations and corporations are giving more and more support to school reform, Mr. Murphy said, but they usually prefer to do-

nate for actual programs. "They're not going to fund student financial aid, and they're not going to fund faculty chairs."

Fund-raising goals for other professional schools range from \$30-million for the School of Design to \$220-million for the Graduate School of Business Administration, according to *Harvard Magazine*.

'A LITTLE MORE PERSONAL'

Nearly half of the money that Harvard is seeking—\$965-million—will be designated for undergraduate and graduate education in arts and sciences. Although exact figures were not available last week, Mr. Rudenstine has said that plans to revamp undergraduate education and hire 40 additional faculty members to allow for smaller classes and more seminars in popular departments would require \$100-million in new money.

Mr. Green, the provost, said, "Undergraduate education would be better if it were a little more personal." Now, he said, if students aren't self-assured enough to approach faculty members, "it's a little forbidding for some people."

The campaign also calls for raising \$235-million for a new President's University Fund, a discretionary reserve to be used by the central administration to support "promising new initiatives" and "underendowed or hard-pressed schools" that may have difficulty raising outside funds. ■