

The \$1.25 Billion Question

*Vanderbilt aims to be a model American university
for the 21st century. How will it get there?*

By PAUL KINGSBURY, BA'80

On the evening of April 24, 2003, some 500 alumni, parents, friends, students and faculty gathered in Langford Auditorium to celebrate the launch of the most ambitious fund-raising campaign in Vanderbilt University's history. Titled "Shape the Future," the campaign aims to raise \$1.25 billion. That's not just an astronomical figure; it's more than three times the original \$350 million goal of the University's last major fund drive, which ended in 1995. (That campaign went on to raise \$560 million in gifts, pledges and planned gifts.)

By any measurement, it's a huge reach forward.

Illustrations by DAVID TILLINGHAST





For those in attendance that April night, the announced goal was no surprise. Rather, it was a celebration of a job well done and a recognition of the challenging work ahead. Already the University had raised \$828 million in what is commonly known in fund-raising parlance as the “quiet” or “silent” phase of the campaign, and most of the Langford audience had been part of the effort behind the scenes that makes such a goal possible. Some of them—volunteers, faculty members, administrators, benefactors—had been working toward this announcement in various ways since 1997.

“A campaign is a moment in time when a university has an opportunity to focus on its mission and its future,” says Robert Early, executive associate vice chancellor for development and alumni relations and a veteran Vanderbilt fund-raiser. “It’s a time to say: What do we want Vanderbilt to become? What do we need as we look to the future? It gives you permission to dream—and not only to dream, but also to define the steps necessary to realize that dream. And it gives you the opportunity to draw alumni, parents and friends into that process because they are the ones who help you realize the dream.”

Alumni who have not been involved in the campaign planning must surely wonder: What

raise \$1 billion or more, led by UCLA’s \$2.4 billion goal. In joining such a select group and aiming for such a lofty target, clearly Vanderbilt intends to distinguish itself further as one of the top research universities in the nation.

As Chancellor Gordon Gee noted during the public launch, “We do something tonight that simply cannot be done by just any institution of higher education. A campaign of this magnitude, a campaign of this transformative potential can only be imagined by so many colleges and universities. It takes confidence and boldness—and steadfast belief in the vital mission we perform every day. It takes enthusiastic commitment—from our alumni, our supporters, our friends.”

It’s axiomatic: Colleges constantly seek more money, and today’s fund-raising goal inevitably outstrips yesterday’s. Quality in teaching and research comes at a price. But a fund-raising campaign is not just about money. The fundamental question is: What will the university do with the money? In Vanderbilt’s case, University officials have a transformative plan in mind for the institution, and they arrived at monetary goals through carefully laid strategic plans. Indeed, the campaign title “Shape the Future” is not just a slogan; it’s a fairly accurate descriptor.

as medicine, law and education.

This year the University ranked 19th in the *U.S. News & World Report* survey. Its Medical Center has been named for two consecutive years by *U.S. News* to its “Honor Roll” as one of 17 of “America’s Best Hospitals.” In 2001 *Newsweek* deemed Vanderbilt one of “America’s Hot Schools” for undergraduate education. Financially, Vanderbilt has kept pace as well. As of the close of fiscal year 2002, Vanderbilt’s \$2 billion endowment ranked 22nd among American universities.

“The reason we’re doing well is we’ve already had great support from our alumni as well as other private support,” says Chancellor Gordon Gee. “But the difference between good and great is the type of private support we receive. It fuels new ideas, and it is the investment in those new ideas that allows us to be distinctive.”

Now aged 59 and entering his fourth year as Vanderbilt’s chief executive, Chancellor Gee has spent more than a quarter century as a law professor and academic executive. Before joining Vanderbilt in 2000, he led four large universities—West Virginia, Colorado, Ohio State and Brown. He has been through university fund-raising campaigns before, and he has a keen appreciation for what a

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—Chancellor Gordon Gee

is this \$1.25 billion dream? What does the University hope to fund? How can Vanderbilt presume to aim so high in the midst of a tough economic climate? How did the University arrive at such a price tag? And how does Vanderbilt plan to reach the goal?

Vanderbilt is hardly alone in daring to cross the billion-dollar threshold. It joins the ranks of 22 other American universities that, as of mid-year 2003, had ongoing campaigns to

The Vision

By any reasonable measure, Vanderbilt has done very well since its founding in 1873 with a \$1 million gift from transportation magnate Cornelius Vanderbilt. Over the past two decades, the University has consistently ranked among the top 20 universities in the country in surveys conducted by publications such as *U.S. News & World Report*—both overall and in graduate and professional programs, such

university must do to succeed.

“We have a unique opportunity because we have managed ourselves well, and we are one of the few institutions that has the ability to go out and aggressively pursue talent: talented students, talented faculty, talented staff. And that gives us an opportunity to vault ourselves even higher.”

In his three years as chancellor, Gee has taken the measure of the University and what

makes it distinctive. In particular, he sees great strength in Vanderbilt's relatively compact size that encompasses 10 schools, more than 10,000 students, and some 2,000 full-time faculty members. "We happen to have on these 330 acres some of the finest intellectual endeavors on the face of the earth, and they're within walking distance of each other."

According to Gee, this compactness offers unique opportunities for collaboration across boundaries—between schools and academic departments, between professors and students.

"We are all cheek to jowl on this campus," says Gee. "And that almost immediately diminishes any kind of picket fences or Berlin Walls that exist. I have been part of institutions at which the engineering schools or education schools or undergraduate departments and programs were so large that they really become self-contained. Our

compactness, the size of our student body, and the size of our faculty allow us to have this creative energy that crosses all these various intersections and lines.

"We have an opportunity to create an intellectual environment that is unparalleled in this country," he continues. "Our vision is to create new, distinctive and creative programs while giving great deference to the strengths we already have, and in so doing reposition ourselves as the leading institution in this country."

Nicholas Zeppos—who joined Vanderbilt in 1987 as a law professor and who, as provost, is now the University's chief academic officer—describes how the post-campaign Vanderbilt will evolve: "Vanderbilt will be one of the most unique intellectual academic communities in higher education. It will be an academic community that is cross-disciplinary, transinstitutional, focused on basic questions of mind, body, spirit and word in a close-knit community of scholars and teachers. It will be a residential campus with

faculty and students engaged not just in didactic learning, but in an exciting process of learning and creating knowledge and disseminating knowledge and making a difference in the world."



Setting financial priorities for student and faculty support are key elements of most university fund-raising campaigns, and Vanderbilt's Shape the Future initiative is no exception. There are two key components in the Vanderbilt campaign, however, that distinguish it from those of other universities. Residential colleges and transinstitutional initiatives build on the University's traditional strengths, but represent new directions for Vanderbilt. Gee calls these priorities "the two transformative areas of our plan."

The residential college concept originated at Oxford and Cambridge in England, and is in place at some 65 universities in the U.S. In a residential college system, students become affiliated with a college residence within the university and typically live, dine, and participate in sports and extracurricular activities as a unit. Some faculty members also live in residence halls and participate in their activities. The residence halls become more than simply living quarters; they become an extension of the classroom and a bonding

experience for students and faculty.

Currently, some 85 percent of Vanderbilt undergraduates live on campus, a much higher percentage than on most college campuses. Gee and other University administrators

see the residential college system as a way to build on this already ingrained strength of the University's undergraduate experience. It also is a clear alternative to growing competition in the higher-education marketplace from lower-cost, distance-learning colleges, such as the University of Phoenix, for the residential college maximizes the immersive strengths of a traditional university education. Vanderbilt is seeking \$50 million to begin the process of establishing a residential college system, which is slated to open in 2006.

"I believe that [the residential college system] ultimately will be the hallmark of Vanderbilt," says Gee. "It will deepen our intellectual

rigor. It will also assure that everyone who comes to Vanderbilt will find a place immediately, that we'll have a retention rate that will be among the best, if not the best in the country, and that we'll provide students with the opportunity to participate in social, cultural and intellectual activities, but at the same time have a centered area that they can return to and be at home."

Similarly, to build on the University's research strengths within its 10 schools and the proximity of those schools, Vanderbilt is developing what are being called "transinstitutional initiatives." These initiatives are on-campus interdisciplinary research centers and projects that focus on issues falling between traditional departmental and school boundaries; such research areas—for example, the workings of the brain, the intersection of religion and culture—call for expertise of researchers from many disciplines. Vanderbilt is seeking \$25 million for these transinstitutional initiatives. Further financial support will be realized through other campaign pri-

orities, notably graduate fellowships and faculty chairs.

“Most great research work is going to be done across disciplinary boundaries,” explains Zeppos. “What we’re trying to do, in a focused way, is to bring all of the strengths of the University to bear on a particular area of inquiry where we think Vanderbilt can make a difference.”

Central Parking Corp., a Vanderbilt Board of Trust member, and chair of the Shape the Future campaign, the issue of student scholarships hits close to home. Carell attended Vanderbilt on full scholarship thanks to the GI Bill, following service in the Navy. He was the first in his family to attend college, and he is grateful for the life-changing opportunity his Vanderbilt education afforded him.

to says, “but it’s a very competitive environment.” Currently, Vanderbilt has only 64 chairs (outside the schools of medicine and nursing), a number far smaller than at competitors like Washington University, Northwestern and Emory. To keep pace, Vanderbilt hopes to raise the number of named chairs to a level more competitive with peer institutions.

Beyond scholarships, faculty chairs, resi-

“Vanderbilt will be ... an academic community that is cross-disciplinary, transinstitutional, focused on basic questions of mind, body, spirit and word in a close-knit community of scholars and teachers.”

— *Provost Nicholas Zeppos*

“We’ve made a strategic decision that our future is at the intersections,” says Gee. “By that I mean the intersections of ideas, the intersections of our campus, in terms of where those ideas flow. It’s at those intersections that ideas are energizing us. We see this in a number of our centers, such as the Center for the Americas, the Center for Religion and Culture, the Center for Structural Biology.”

Though residential colleges and transinstitutional centers are major new thrusts for the University, their portion of the \$1.25 billion campaign goal is relatively small: \$75 million. The lion’s share of the goal—\$560 million, nearly half the campaign total—has been targeted for students and faculty, chiefly in the form of scholarship funds and endowed faculty chairs. In each case is a need to attract and keep the best. Gee points to these two areas as Shape the Future’s “top priorities,” summing up the campaign’s two major goals succinctly as “support for students and support for faculty.”

For scholarships and graduate fellowships, the campaign seeks \$300 million. It is a huge amount, but then the current annual cost of sending a student to Vanderbilt tops \$40,000. At that price, many deserving students cannot afford to attend. Often those who can are saddled with enormous debts upon graduation; indeed, out of the top 25 universities, Vanderbilt students graduate with the third-highest debt burden.

For Monroe Carell, BE’59, the C.E.O. of

“We need to make Vanderbilt available to far more people than those who can pay the tuition,” said the 70-year-old Carell during a June interview at his tidy and modest Central Parking office in Nashville. “If you look at kids who take their SATs every spring, nine out of 10 who score over 1320 come from families with less than \$100,000 in gross income. There’s no way that kid could go to Vanderbilt without significant scholarship aid. As a university, we have \$110,000 per student in designated scholarship funds. A place like Emory or Duke has \$600,000 or \$800,000 per student. ... This campaign is really going to address scholarships.”

The other major goal in the campaign is faculty support. Nationally, the average salary for associate professors has risen nearly 70 percent over the last 20 years, adjusted for inflation, according to James Surowiecki in *The New Yorker*. To recruit and retain top faculty, the campaign has earmarked \$260 million. Much of these resources will go toward creating named chairs for faculty, which offer prestige and additional research funds. The University’s best faculty are often coveted—and sometimes hired away—by other universities. According to Greg Perpetto, associate provost for institutional research, Vanderbilt has made great strides recently in faculty retention in the face of raids from other universities, but the effort has been expensive.

“We have reduced faculty attrition by more than 50 percent in the last five years,” Perpetto

dential colleges and transinstitutional initiatives, the Shape the Future campaign also seeks \$231 million for research and programs, \$58 million for annual giving, \$326 million for new buildings and technology, and, in addition to the campaign’s stated goal, \$100 million for new planned bequests. Gee emphasizes that the entire campaign is necessary for Vanderbilt’s future success. “It’s absolutely essential,” he says. “Without it, we will not achieve our vision. With it we will achieve great things. It’s that simple.”

Gee hastens to add, though, that “this is not about making a new Vanderbilt. This is about continuing to enhance our character. It’s not about changing our character. At the same time, it’s about becoming a thoroughly modern university.”

The Roadmap

Although Chancellor Gee is the leader of the University, he did not single-handedly dream up the University’s transformative plan and the fund-raising campaign’s dollar targets. In fact, well before Chancellor Gee’s arrival, Vanderbilt had begun a period of intensive internal self-study that led to new strategic plans for the central University and the Medical Center, which in turn have helped to set campaign dollar goals.

For the central University, that period effectively began in February 1998, when Vanderbilt’s Board of Trust convened a strategic planning retreat in Florida, the first the Uni-

versity had held since the early 1970s. The Board had determined that Vanderbilt had the talent and the means to enter the uppermost tier of American universities, and the retreat allowed a number of faculty and administrators to discuss Vanderbilt's future with the Board. Led by Chancellor Joe B. Wyatt, the University quietly embarked on the development of a long-term strategic plan. Out of that plan would come the financial goals for a new comprehensive fund-raising campaign.

The Vanderbilt University Medical Center actually preceded the University as a whole in developing its own strategic plan. This process had been formally taking shape since 1996. "At the end of '97, really at the beginning of '98, we started executing that plan," says Dr. Harry Jacobson, vice chancellor for health affairs at Vanderbilt since 1997. "And that was an academic strategic plan, focused on our educational and research missions."

Along with articulating the Medical Center's continual needs for top-notch students, faculty and facilities, the Medical Center's strategic plan spells out key areas of clinical research and basic science research where VUMC is already strong and where VUMC believes it can become a research leader. In clinical research the areas of emphasis are: cancer, diabetes, heart disease, children's health and neuroscience. But the Medical Center intends to strengthen its already world-class research in the basic foundational sciences by focusing on structural biology, chemical biology, genetics and proteomics. The focus on these basic chemical mechanisms will chart a course for diagnosing and treating disease.

To expand research capabilities in these areas requires an infusion of additional talented faculty and graduate students. Among other things, the strategic plan calls for expanding the number of Ph.D. candidates from 250 to 500 by year 2007, and growing the number of candidates who pursue both M.D. and Ph.D. degrees as well.

Jacobson is quick to point out that the strategic plans for both the Medical Center

and the greater University have been developed to maximize cooperation. "Both strategic plans place a high priority on looking at things we can do together. So transinstitutional opportunities are in both of our plans through initiatives like the new Institute of Chemical Biology and the Center for Neuroscience." In addition, says Jacobson, graduate programs for scientific specialties such as the

ier to describe transinstitutional initiatives if we do so together. There are very few campuses where people in the Arts and Science biology department are working side by side in the same building as basic scientists from the medical center. We're fortunate to have that. And today, especially in research, if you want to make progress, you need people from several disciplines working together."

As the Medical Center was putting the finishing touches on its strategic plan, the central University began its strategic planning process in the summer of 1999, under the direction of then-Provost Thomas G. Burish. Each department throughout the University evaluated its research and teaching with the help of outside peer reviewers from other universities. In June 2000 the University organized a strategic planning retreat involving about 80 faculty members, administrators and development staff. Out of this process of self-scrutiny came what has come to be known as the central University's Draft Academic Strategic Plan. This document began to spell out key areas of focus, among them: student scholarships, faculty recruitment and retention, a residential college system, and transinstitutional initiatives.

In the midst of this process, the University experienced two major changes: Gordon Gee arrived on campus in February 2000 and officially succeeded the retiring Joe B. Wyatt as chancellor that August, and Nicholas Zeppos succeeded Thomas Burish as provost in January 2002. Both men became key players in the development of the strategic plan.

Shortly after his arrival at the University, Gee issued five challenges to Vanderbilt: Recommit ourselves to establishing an unparalleled learning experience for undergraduate students; fully integrate our outstanding professional schools into the undergraduate and graduate programs; reinvent graduate education; modify and improve upon our budgetary and business structures; and reaffirm our covenant to the broader community. As the Draft Academic Strategic Plan took shape, Gee's challenges became woven into



neuroscience Ph.D. program are cooperatively run by many of the University's schools.

The Medical Center's target goal for the campaign is \$625 million, fully half of the \$1.25 billion grand total. Some major university medical centers have chosen to mount fund-raising campaigns independent of their universities. Nevertheless, Jacobson believes that in Vanderbilt's case, much is to be gained from combining efforts in a single campaign.

"The philosophy of the leadership of this University—the chancellor, the provost, myself and others—is that we are one University. There are building blocks in the University. The Medical Center is just one of those. So it makes sense for us to go out as a single university to the community—whether they be individuals or foundations or corporations—and present our capital requests. It's also eas-

the fabric of what ultimately became a 50-page document in 2002.

After three years of work, the draft plan was presented to the Board of Trust and approved in April 2002. (Even more than a year after its adoption, it continues to be called a “draft” to emphasize the fluidity and flexibility of its purpose.)

“We are not just raising money,” says Gee. “We are raising money for a very specific purpose. People are going to invest in ideas. They are not going to invest in institutional priorities. The strategic plan is really the idea, the mechanism. We have made an absolute commitment to raise money based on that plan.”

Finding the Target

A huge milestone in the gathering campaign was the November 1998 announcement of a gift from the Ingram Charitable Fund. The fund was established in 1995 by Martha Rivers Ingram, who is now chairman of the Vanderbilt Board of Trust, and her late husband, Bronson Ingram. At the time, news sources valued the 8 million shares of stock in Ingram Micro Inc. at more than \$300 million. The gift is believed to have been the single largest gift to an American college or university. Ingram Micro is the world’s largest wholesale distributor of technology products and service. The enormous gift, credited by University officials to the entire Ingram family, served as a natural catalyst for the upcoming campaign. With the exception of a small portion of the gift that Bronson Ingram pledged during the previous campaign, the Ingram gift has been applied to the current Shape the Future campaign.

Among the projects funded by the gift were: support for the Vanderbilt-Ingram Cancer Center; expansion of facilities at the Blair School of Music, including construction of the new Martha Rivers Ingram Center for the Performing Arts; support for the Owen Graduate School of Management; a major commitment to the Monroe Carell Jr. Children’s Hospital at Vanderbilt; a long overdue

renovation of Memorial Gymnasium; and a major expansion of the Ingram Scholarship Program, begun by Bronson Ingram during the last Vanderbilt campaign.

Other large, early commitments to Shape the Future include multimillion-dollar gifts from Monroe Carell Jr. for the new Children’s Hospital building (which will bear his name when it opens in October), and from fellow Board of Trust member William Featheringill, BE’64, whose gift enabled construction of the School of Engineering’s new Featheringill Hall, which houses state-of-the-art laboratories, classrooms, offices and design studios. Such early gifts went largely toward bricks-and-mortar projects aimed at the campaign’s \$326 million target for facilities and technology. Getting those projects funded during the silent phase of the campaign has allowed the public phase of the Shape the Future campaign to focus now more on people: scholarships and faculty chairs.



These and other early commitments from key Board of Trust members gave the University momentum and confidence heading into a new campaign. In 1999 the Board of Trust formed a campaign planning committee, chaired by Carell, to map out key elements of the campaign, such as determining

its rationale. Following planning committee meetings in 1999 and 2000, the entire Board of Trust voted in November 2000 to approve the campaign, with Carell as its chair, and an initial goal of \$1 billion. To oversee Shape the Future, a campaign steering committee of some 20 Board of Trust members, alumni, parents of undergraduate students, and key University officials was formed as well.

How did the Board of Trust arrive at the magic \$1 billion number?

“You know, we have infinite appetites,” says Gee with a laugh, “and finite resources. And when we started out taking a look at this strategic plan for the University, we said: What will it take to make this happen? We then made decisions based upon the overall priorities of the University and what we thought were realistic goals.”

To set a realistic dollar target, Vanderbilt also had expert help. Since the 1990 campaign, Vanderbilt has relied on the consulting serv-

ices of E. Burr Gibson, executive chairman of the New Jersey-based fundraising consulting firm Marts & Lundy. A member of the Marts & Lundy team since 1964, Gibson has worked with numerous universities, prep schools and museums over the years. He served as consultant on the first billion-dollar university campaign—for Stanford, in a campaign that concluded in 1992.

According to Gibson, virtually all not-for-profits determine their fundraising goals by applying standard rules of thumb that take into account the institution’s typical base receipts of annual gifts

and grants, as well as counts of the number of potential donors who can contribute in large categories (e.g., \$1 million+, \$5 million+, \$25 million+). “If, for example, you have 300 people who could give you a million dollars,” says Gibson, “there are some fairly consistent percentages of probability

that can be applied as to how these people might respond in a campaign. These give you rough guides. Then, ultimately, you ask, Shall we make what looks like a fairly cautious decision, or shall we press to the limit?"

Following numerous conversations between

in the midst of a gloomy economic climate, but the success of the silent phase pointed to the new goal. "Burr Gibson has indicated that few if any universities have had a more successful silent phase of a campaign than has Vanderbilt," says Gee.

Reunions to get out the campaign message. Also, the University is planning a series of what Early calls "regional launches" in eight to 10 cities—such as Houston, Atlanta and New York—that have a critical mass of core Vanderbilt supporters. Finally, there will be

"There are very few campuses where people in the Arts and Science biology department are working side by side in the same building as basic scientists from the medical center. We're fortunate to have that. And today, especially in research, if you want to make progress, you need people from several disciplines working together."

— Vice Chancellor for Health Sciences Harry Jacobson

Board of Trust members, development staff and benefactors, the Board of Trust arrived at the \$1 billion target figure at its November 2000 meeting. The University then arranged consultation meetings with some 175 key University supporters in 10 cities around the country.

All these steps took place during the "silent phase" of the campaign. Robert Early, who has headed the development team since August 2002, explains the reasoning behind the silent versus public phases of a campaign: "Early in the process, you talk to the people who have the resources to make a campaign successful. You ask them to comment on our reasons for launching a campaign and to think about what they might do to support the University. Based on their responses, you can then say, 'This is what is already committed; let's add to that the potential for additional support. Therefore, a reasonable goal to shoot for is X.'"

Following the period of refining the goal, says Early, comes the public announcement. "This is where you say, 'We're putting our flag in the ground, and we're declaring to the world that we're going to go out and raise \$1.25 billion.' A public launch gives you the opportunity to make that kind of statement."

In its silent phase, during which \$828 million was raised, Vanderbilt upped its target 25 percent to \$1.25 billion. It was a bold move

Spreading the Word

Of necessity, billion-dollar campaigns are built on multimillion-dollar gifts. They couldn't succeed without them. If Vanderbilt did not have the support of major benefactors such as the Ingrams, Carell and Featheringill, the University couldn't expect to reach its \$1.25 billion goal unless every one of its 112,000 living alumni gave more than \$11,000 during the campaign. As much as University officials might fondly wish for such across-the-board support, they know it's a highly unlikely occurrence. Nevertheless, says Early, Vanderbilt hopes to engage all its alumni in the campaign, no matter the size of their contribution. "There is a place in this campaign for everyone to make a gift. When you total the gifts of people who pledge \$100 or \$1,000 to the University every year, it's significant. All those gifts added together fuel this great engine called Vanderbilt."

The general population of 112,000 Vanderbilt alumni first learned of the campaign in a letter from Board of Trust Chairman Martha Rivers Ingram in early 2001, announcing the Board's decision to mount a campaign. In April 2003, some 30,000 or so alumni who have chosen to subscribe to *Commodore*, the University's monthly e-newsletter, received information about the \$1.25 billion goal and the April public launch. To further spread the news, the University will be using annual

a regular campaign newsletter targeted to about 25,000 key supporters and alumni. Others will hear about the campaign and its priorities at alumni club events.

In the past half-century, regular periods of fund-raising have become standard for colleges and universities. "If you study the fund-raising results of almost every institution," says Gibson, "you'll see that major campaigns, while they raise a lot of money during the campaign, also have an impact long term on the amount of money that can be raised. So each institution, when it finishes a campaign, has the ability to raise more money annually than it did before. You might call it a ramping-up effect."

Although Vanderbilt didn't mount its first public fund-raising campaign until 1916 (a \$1 million goal for the endowment), and subsequent campaigns tended to happen at almost random intervals before 1960, these days Vanderbilt's fund-raising campaigns are finely tuned machines, involving some 200 development staffers (five of whom are dedicated solely to the campaign) and about 200 alumni volunteers. The volunteer leadership of the campaign is experienced as well. According to University officials, two-thirds of the Board of Trust, including Monroe Carell, were involved in the 1990 Campaign for Vanderbilt. Many top-level development staff, too,

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were involved in that previous campaign.

Every bit of that combined experience is needed, given the troubling economic climate. The slump in the U.S. economy since 2000 has had an effect on fund-raising in general. In February the *Chronicle of Higher Education's* John Pulley reported that a number of colleges currently in the midst of campaigns are "tempering their campaign goals, extending the 'quiet phases' of those campaigns, and putting off completion dates." *The Chronicle* noted campaign problems at several universities, ranging from reduced campaign dollar goals to defaults on pledged gifts.

In general, says Burr Gibson, the state of the economy "has slowed down commitments, especially at the higher levels. For the larger commitments, many times they're made with appreciated stock. And when the market is down, there's obviously a hesitation to make the commitments. Everyone has been in a difficult period because of the impact of the market on the largest gifts."

Carell admits that the slump in the economy "has had some impact." But he points out that "we had our momentum under way before the economic downturn hit. We had a very compelling story, and it's had some impact. I think we had some pledges that might have been filled earlier or completed, but people are still being very generous with their pledges, and most are looking at the five-year payout and making significant gifts. People want to be part of a successful team."

When asked about managing this campaign in light of the current economy, Early responds with a story. "I remember in the last campaign, in the very beginning of it, someone stood up in one of our initial steering committee meetings and said, 'We're getting ready to go into a recession. Now is no time to do this.' This was a big business person, someone who knew where the economy was going. Bronson Ingram was our chair, a great chair of the campaign. His response was: This campaign's going to last basically 10 years—five to solicit and five to pay out. In any 10-

year period, this country's going to go through a recession or have an economically challenging time. He said, 'We've just got to keep going.' And so that's been my philosophy: You've just got to keep going."

Provost Nicholas Zeppos has a ready answer for those who question the wisdom of such an ambitious plan during an economic downturn. "I tell people, Listen, I would much rather have a great university like Vanderbilt is—thriving, growing, revealing this incredible potential—and a bit of a weak economy in the stock market, than a jumping stock market and a university that really doesn't know where it's going. I know the economy will turn around. It's very difficult to change a university." ▼

Nashville freelance writer Paul Kingsbury, A'80, is author of books about the Grand Ole Opry and Nashville's historic Hatch Show Print poster shop. His articles have appeared in Entertainment Weekly, US, Nashville Life and other magazines.

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depression, anxiety, sleepwalking and bulimia. Although in each case the Marines were found to be healthy and returned to duty, the work-ups were often confrontational. On several occasions, Marines left my hooch in tears and without their weapons (for personal and command safety).

Unfortunately, the reasoning behind this is simple. Marines are smart, especially communications Marines. They know what "illnesses" it takes to get Medevac-ed and what buttons to push to raise the colonel's blood pressure. This knowledge, in turn, makes even a simple diagnosis a logistical nightmare. Oftentimes, these Marines become such a headache to the command that they are sent home just to resolve the situation. While this is certainly an exception to the norm, it leaves a bitter taste in the mouths of those Marines left behind. They are the ones who have to pick up the slack, work the extra shifts, and stand the additional duty. Understandably, this has not helped the overall morale of the battalion.

Jacksonville, N.C. (No Date Written)

Home sweet home.

I arrived back in North Carolina on the afternoon of June 4, 89 days after leaving.

We flew home in style: a United Airlines 747 charter with all the trimmings. Being a company grade officer entitled me to a business-class seat, which I took full advantage of. The crew served us food every hour, and we had in-seat TVs to choose one of eight movies.

We stopped in Frankfurt, Germany, for a refueling layover and a crew change. Although it was 3 a.m. on the East Coast, I made a quick call to my wife to let her know that I was halfway home and out of harm's way. She was very excited, but needless to say, I got a friendly little lecture later that day about 3 a.m. phone calls.

We landed in Cherry Point, N.C., at 12:35 p.m. EST. As the wheels touched down, the back of the plane erupted in cheering and clapping, as the young Marines celebrated the end of their deployment. The pilot came on the intercom and proudly welcomed us back to the United States "on behalf of a grate-

ful nation." It was a sweet feeling.

We stepped off the plane into an early summer rain shower. It was so beautiful to see trees and green grass again that everyone just stood in the rain, too excited to move. As the last Marine deplaned, we gathered up our bags and loaded the buses for Camp Lejeune. Driving back to base, we passed miles of signs welcoming us and other Marines home. Signs of "Welcome Home Daddy" and "Good Job Warriors" flanked both sides of the highway, leading all the way to the front gate.

As we pulled into the battalion parking lot, the rain stopped and families began pouring out of the welcome tent to greet us. Children reunited with their parents, and some babies met their fathers for the first time. It's really something that can only be appreciated in person.

As my wife and I drove home, I thought about how lucky I was. This was my first deployment, but it was also Heather's first deployment. Not every Marine or sailor who deployed

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