MIT's fund operations growing

By Mike McNamee

In the 14 years between the announcement of MIT's Second Century Fund Drive and last week's announcement of the MIT Leadership Campaign, fund-raising at MIT has come a long way.

Growing costs and budgetary demands have increased the need for gift income and endowment resources to keep the Institute going. And increasing dependence on gifts has led in turn, to increasing development of MIT's full-time fund-raising capability.

MIT now employs 35 professional staff members directly involved in "resource development," or obtaining gift income. In addition to that operation, headed by Vice President James Lampert, the Alumni Association maintains the MIT Alumni Fund, which employs several additional staff members.

If MIT has such a huge fund-raising effort, bringing in an average of more than $20 million each year, why bother to have a fund drive?

"There are two basic differences between normal fund-raising and a capital campaign," according to Kenneth Brock '48, Director of Resource Operations. "First of all, a fund drive differs considerably from ordinary fund-raising purposes - who will give money for a certain building, for examples - and take proposals to them for the particular thing you want money for," Brock explained. "In a campaign, you go to everyone with money, you see what they want to give money for, and you take what they want to give."

One seeming anomaly of fund drives is the methods used by fund-raisers during a campaign. "During normal times, you try to identify donors for particular purposes - who will give money for a certain building - and here's the real surprise, Brock said. "Almost all fund drives, even those which meet their overall goals, end up with some items under-funded," he said. "The Second Century Drive was like that - it exceeded its

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