

Date: June 19, 1987

To: Norman K. Wessells
Dean, School of Humanities and Sciences

From: William M. Chace
Vice Provost for Academic Planning and Development

Subj: Fundraising Approval and Priority: Center for Computer Research
in Music and Acoustics

Dear Norm:

Your fundraising request on behalf of the Center for Computer Research in Music and Acoustics has been under discussion at two recent meetings of both the Green Folder Group and the Development Priorities Committee. I write to confirm that fundraising in support of CCRMA has now been approved by Jim Rosse. After reviewing the advice of the Development Priorities Committee, he has assigned a priority of Special to the proposal. I describe below some of the factors contributing to this decision.

Members of both committees acknowledge the strengths and excellence of both the faculty and the research being carried out at the Center--it is one of the most truly interdisciplinary and forward-looking programs at Stanford. In reviewing the Center's request, however, two particular factors were considered: one having to do with fundraising feasibility; the other with the future leadership of the program.

With regard to fundraising feasibility, our colleagues in the Development Office advise that the type of support requested--operating support for an established research unit--is among the most difficult to market. Limited appeal within select corporations and foundations may exist, but appeal is more likely to be found among individuals who have an inherent interest in the activities being carried out at the Center. The number of such individuals and their corresponding giving capacity--in the range of \$2 to \$3 million--does not appear to be large. Assuming the Development Office is correct in its estimation, its staff will need to call upon the advocates of and at the Center to review potential donors and to identify individual projects which can be highlighted for marketing purposes.

With regard to the Center's program, we are particularly interested in its future leadership and the direction of its research in the coming years. As you know, the success and vitality of the Center is largely attributable to the creative genius and energies of one individual--John Chowning. His influence and participation, having been an instrumental factor in the establishment and development of CCRMA, must be considered when we envision its continued growth and well being. We would like to know more about the Center's program--its students and faculty, their research program and its generativeness--particularly in the years ahead.

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In view of the considerations I describe, the Provost has determined that a combination of funding sources should be used to support the Center's operations. That support will be derived from the income produced from the Yamaha patent as well as from funds raised during the Centennial Campaign. Fundraising may proceed on the order of four million dollars in expendable funds at the approved priority designation of Special. The priority assigned, establishing the level of assistance which can be expected from the Office of Development, has been based on an evaluation of both the perceived academic priority of the proposal and the fund-raising potential it possesses. The designation of Special Priority is defined in the following way:

Fundraising for such projects will proceed on a non-competitive "target of opportunity" basis. Prospective donors likely to give only for this special purpose will be identified by the sponsor of the proposal. The Development Office will initiate further activity and provide assistance in identifying additional prospective donors.

I am sending a copy of this memorandum to Bruce Hinchliffe, Director of Development, along with a copy of your original proposal. Please be in touch with him about any guidance that you might need from the Office of Development. Please keep in mind that, regardless of the fundraising priority assigned to any project, the clearance to approach and solicit prospective donors rests with that Office. Thank you very much.

Yours sincerely,



William M. Chace

cc: J. Chowning
A. Cohen
B. Hinchliffe (w/attachment)
J. Rosse
E. Raskin
S. Schofield
P. Stansky