

**THE SECRET
TO A
SUCCESSFUL
CAPITAL
CAMPAIGN**

**SUE H. SERGI
AND
JAMES ROSS**

THE DIFFERENCE BETWEEN ANNUAL AND CAPITAL CAMPAIGNS

- Annual gifts help us live; capital gifts help us grow.
- Annual gifts are given every year to help fund operations.
- Capital gifts are larger gifts to fund long-term projects such as construction or an endowment.
- Annual campaign is staff driven; capital campaign is volunteer driven.

ANNUAL/CAPITAL

- Annual gifts are usually made out of income and are made yearly.
- Capital gifts are usually made out of assets and can be paid in a lump sum or in a pledge over three to five years.

CANDID SELF STUDY

- Board Readiness
- Mission
- Organizational Stability

BOARD READINESS

- You have a cohesive and balanced team of community leaders on your board
- They are willing to participate as leaders in your campaign
- They are willing to use their talents to further the campaign
- They are trained to solicit

MISSION

- You have a mission.
- It is well known in the community.
- Your mission is seen as necessary to the community's future.

MISSION EXAMPLES

- The Clay Center's mission is to inspire creativity, learning and wonder through experiences in the Arts and Sciences for all people of West Virginia and the region.
- The Clay Center remains one of the most ambitious economic, cultural and educational undertakings in West Virginia history. The Clay Center enhances the region's "quality of life" and enriches the lives of all West Virginians.

MISSION EXAMPLES

- The Laurance Jones III Childhood Language Center is a non-profit 501(c)(3) organization whose mission is to help children communicate and succeed by providing high quality therapy services that involve the family.
- The mission of FestivALL Charleston is to be a catalyst in creating vibrant arts and entertainment in our community.

CHARACTERISTICS OF HIGHLY EFFECTIVE ORGANIZATIONS

- A strong and widely held commitment to a **clearly defined mission**.
- A powerful and motivating **vision**.
- Adherence to **shared values** throughout the organization.
- Cohesive and balanced team of leaders.
- High standards of excellence; benchmarking.

HIGHLY EFFECTIVE ORGANIZATIONS CONT'D

- Clear and measurable goals and objectives.
- Continuous learning across the organization.
- Mechanisms for external feedback, including community and donor input.
- Competent planning and decision processes.
- Periodic celebration of the nobility of the organization's work.

– *Summarized by David Hardesty*

BUILDING A CASE FOR SUPPORT

- “The case is an expression of the cause, or a clear compelling statement of all of the reasons why anyone should consider making a contribution in support of or to advance the cause.”
 - Harold J. Seymour, *Designs for Fundraising*

PURPOSE OF A CASE STATEMENT

- Informs
- Inspires
- Excites
- Uplifts and Motivates
- Incites to action and involvement
- Instills urgency
- Invites support, interest, dedication

SEQUENCE FOR THE CASE STATEMENT

- Identify and validate the need or opportunity
- Document the need or opportunity
- Identify programs and strategies designed to meet the need
- Establish the competence of the organization and staff
- Explain who will benefit from the services and what will be made possible.

SEQUENCE (CONT'D)

- Identify the resources that are required to fund the project
- Explain why the prospect should give
- Explain how the prospect can give
- Respond to unasked questions in the prospect's mind

CASE STATEMENT SHOULD ANSWER THESE QUESTIONS

- Who are you?
- Why do you exist?
- What is different about you?
- What is it you want to accomplish?
- How will you hold yourself accountable?

EXTERNAL ANALYSIS

- Case for support well received
- Other major gifts or capital campaign
- Influence of competitors

WHY DO A FEASIBILITY STUDY?

- Do you understand the community's perception of the project for which you are raising funds?
- Do you know how people feel, both positive and negative, about the organization and its mission?
- Do you know the size of the potential data base and its ability to give?

FEASIBILITY STUDY (CONT'D)

- Have you identified strong campaign leaders and effective volunteers?
- Do you understand the internal resources available for the campaign?
- Have you considered external factors that could influence the outcome of the campaign?

CAMPAIGN MATERIALS

- Leadership Case Statements
- Brochures
- Video
- Fact Sheets
- Pledge cards/Letters of intent
- List of naming opportunities
- Stationery and envelopes
- Volunteer Packets
- Speeches
- Web Site
- Media Kits
- Boiler Plate Proposal

WHAT IS A MAJOR GIFT?

- Any gift which requires the prospective donor to think about:
 - How the gift can be made
 - What the gift will accomplish
 - What the gift means personally

PROSPECT RESEARCH

- Allows you to focus your efforts on the prospects that can do you the most good.
- Helps you plan how to use your volunteer organization and types needed to build linkages to best prospects.
- Builds volunteer and staff confidence for cultivation and solicitation process.

PROSPECT IDENTIFICATION

- Raise money from the top down
 - 80% of contributions will come from 20% of donors (usually 50-100 donors)

PROSPECT IDENTIFICATION

- Professional research organizations
- Board members
- Volunteers
- Current donors
- Past donors
- Newspaper
- Contributors to other organizations
- Everyone knows 100 or more people

TRAITS OF A PROSPECT

- Acquaintance
- Commitment
- Ability

INDIVIDUAL INFORMATION

- Name
- Occupation
- Address
- Phone
- E-mail
- Family demographics
- Financial Resources
- Your relationship with individual
- Their relationship with the organization
- Their interest
- Appropriate solicitor
- Cultivation Strategy

CORPORATE INFORMATION

- Company Name
- Business
- Health of the business
- Contact name
 - Title
 - Address
 - Phone
 - Fax
 - E-mail
- Your relationship to the company/contact
- Their relationship to the organization
- Interests
- Solicitor
- Cultivation strategy
- Best time to ask

FOUNDATIONS

- Name
- Funding interest
- Contact, address, phone, fax, e-mail
- Relationship
- Solicitor
- Cultivation strategy
- Deadline

REASONS FOR GIVING

- Personal Interest in your cause
- Direct relationship with the organization
- They know someone who has a direct relationship with the organization

CULTIVATION

- Frequent
- Purposeful
- Has continuity

CULTIVATION

- There should be 7 contacts between each ask
 - Newsletters
 - Letters
 - Calls
 - Cards
 - Events
 - Social Media

CULTIVATION

- Cultivate prospects with highest potential first
- Bring major prospects inside the organization

Board

Planning

Task force

Special Events

EDUCATION

- Develop and implement media and social networking strategy
- Develop and distribute talking points to volunteers.
- Conduct informational events to present your case.
- Use speaking engagements to present your case.

STAFF ROLE

- Work with volunteer leadership to design campaign structure and goals
- Identify Prospects
- Design a strategy
- Assign Prospects
- Monitor
- Train and support solicitors
- Make the ask if necessary

ASKING FOR MONEY

- **Be Prepared**
 - You have the right prospect
 - You know their interest
 - You will see them
 - You know the request

ASKING FOR MONEY

- **Focus on your Objective**
 - The purpose of the visit is to ask for money
 - Talk opportunities, not needs
 - Be sensitive to what your prospect is thinking
 - Begin, be brief, beat it
 - Get to the asking
 - Be ready for a negative response

ASKING FOR MONEY

- **Follow up**
 - Personal note
 - Call if you do not get pledge in two weeks

RECOGNITION

- Thank you card within 24 hours of gift receipt
- Thank you from volunteer
- Thank you from Board President
- Letters, card, calls, perks, naming, parking

THE SECRET TO GETTING MAJOR GIFTS

- Is there a magic formula to fundraising? Yes. Here it is. Find someone who is interested in your charitable cause, who has the means to give, then ask them for a gift.

Leonard Bucklin

The Theory of Fundraising