

**Considering a Major Campaign**  
Strategies, Processes and Critical Aspects to Make Your Next Campaign a Success

**AFP Central Ohio Chapter**  
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**Why Talk About Campaigns?**

- Capital Campaigns raise more money
- Demonstrates that organization is serious about the role of philanthropy
- If you're not planning a capital campaign...
  - ...you are losing money
- Galvanizes the entire constituency
- Largest donors scale their gifts against need / goal

*It's been our experience that most major fundraising campaigns continue to succeed or fail on their own merits.*

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**The Campaign Principle**

- An intensive fundraising campaign can be defined as an effort to:
  - Raise a specific amount of money,
  - For a specific purpose,
  - Over a specific period of time.
- Military metaphor
  - Operate through personal influence and persuasion
- The volunteer

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**The Evolution of the Campaign**

- The capital campaign is a recent American invention
- Born with America's philanthropists of the industrial revolution
  - John D. Rockefeller & Andrew Carnegie
- Early in 20th century, two schools emerge:
  - Charles Sumner Ward & Lyman Pierce
  - Bishop William Lawrence
- Agree on two points: large gifts and outstanding volunteer leadership

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**The Comprehensive Campaign  
Stanford University 1960 (PACE)**

- *Plan of Action for a Challenging Era*
  - Organization wide 10-year projections
  - "The Red Book" a new benchmark
- The Ford Foundation: Special Program in Education, three-to-one match
  - \$25 million for Stanford
- 1950s: \$6 million to move medical campus
- Case: 33 distinct projects, capital, programs, endowment, equipment, recurring annual
- Organized leadership through alumni around the country
- Counted **everything** to meet match in 3 years

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**An Art and a Science**

- The science of campaigns:
  - Series of steps taken according to schedule
  - Based on goal, estimate number of gifts, prospects, and volunteers
- The art of campaigns:
  - A unique challenge in working with people, especially those as volunteers
  - Affect performance through their own convictions, desires, aspirations

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**Seven Essential Elements of Success**

1. A solid organization
2. A worthwhile project
3. A compelling case for support
4. Availability of sufficient financial resources
5. Qualified and committed volunteer leadership
6. Pacesetting leadership gifts
7. A realistic and well-executed plan of campaign

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**A Solid Organization**

- People prefer to invest in *successful* organizations
- If you haven't been around for 150 years, what do you need to do:
  - Provide a needed service, with quality
  - Led by competent and respected professionals AND volunteers
  - Financially sound and well-managed
  - Known and valued in the community

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**A Worthwhile Project**

- The *campaign* needs to be about something
  - It has to be about more than ongoing operations
- It should meet these criteria:
  - Build the capacity of organization
  - Respond to (cmty) need perceived as urgent
  - Objectives should reflect a vision
  - Make sense as part of a larger *plan*
  - Appropriate focus for philanthropy

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### A Compelling Case for Support

- Not a static written document
- Practical, action-oriented tool
- Positions organization (and campaign) as opportunity for investment
- Written from perspective of potential donor
- Based on strengths, capabilities, and potential
- A strong case must be memorable
- Process of developing the case may be more important than the final document

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### Availability of Sufficient Financial Resources

- “Available” = funds in the hands of *likely donor constituencies*
  - At least a philosophical rationale to support
- How is constituency defined
  - Direct service (health care and education)
  - Issues and interest
- Size of constituency
  - Often defined by access - **volunteers**
- Affect prospect pool through cultivation

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### Qualified, Committed Volunteer Leaders

*The presence of wealth is of negligible value without a corps of volunteers who are . . .*

- *Qualified* = exemplary financial commitment
- Should be a social or financial peer of the prospect
- Exceptional leaders bring credibility and momentum
- Volunteers vs. Staff solicitor

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### Pacesetting Leadership Gifts

- Must be sufficient number of major gift prospects to initiate campaign activities
- Begin at substantial and meaningful level
- 1,000 people asked for \$5,000 ≠ \$5 mil
- Rule of thirds, to 80/20 rule, to 95/5 rule
- New terminology: *nucleus gifts, advance gifts, leadership gifts*

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### Table of Giving Standards Necessary to Raise \$6,000,000

# of Prospects	Number of Gifts	Gift Amount	Total per Category	Cumulative Total	Percent of Goal
<b>NUCLEUS FUND DIVISION (GOAL - \$4,000,000)</b>					
3	1	1,200,000	1,200,000	1,200,000	20%
6	2	500,000	1,000,000	2,200,000	37%
12	4	250,000	1,000,000	3,200,000	53%
24	8	100,000	800,000	4,000,000	67%
Attainment of Goal requires 15 gifts from top 45 prospects					
<b>LEADERSHIP GIFTS DIVISION (GOAL - \$1,475,000)</b>					
24	8	75,000	600,000	4,600,000	77%
30	10	50,000	500,000	5,100,000	86%
45	15	25,000	375,000	5,475,000	91%
<b>MAJOR GIFTS DIVISION (GOAL - \$550,000)</b>					
90	30	10,000	300,000	5,775,000	96%
150	50	5,000	250,000	6,025,000	100%
128 gifts from 384 qualified prospects.					

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### A Realistic and Well-executed Plan of Campaign

- Planned and implemented with centralized coordination
- Momentum should be created and then maintained at all costs
- Orchestrate all essential elements into plan of action, with definite schedule
- Job descriptions, org charts, weekly timetable (Gantt chart)
- Sufficient Resources . . .

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**Time-tested Principles**

- Personal solicitation
  - Most effective is face-to-face
- Selective and sequential solicitation
  - Prioritize your work, easiest first
  - Top to bottom and inside to outside
- Distribution of work; definite and limited responsibility
  - Use job descriptions
  - If you can't train 'em - have an *orientation*

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**The Long-term Benefits of a Capital Campaign**

- Besides the money & accomplishment of objectives, there are many good reasons:
  - Case
  - Awareness
  - Role in development
  - Link strategic plan
  - New volunteers
  - Expand base
  - Strengthen program
  - Build capacity

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**Test Your Knowledge**  
*What Makes a Winner?*

1. To resolve major issues relating to finance and governance, your CEO and governing board must be involved. True False
  
2. A capital campaign is basically another way for an organization to increase its revenues and reduce its expenses. True False

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**Test Your Knowledge**  
*What Makes a Winner?*

3. A compelling case for support shows how a successful campaign will meet the needs of the organization. True False

4. Most prospective donors *want* to know how much others would like to see them give. True False

5. The general chairperson should be enlisted as early in the campaign as possible. True False

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**Test Your Knowledge**  
*What Makes a Winner?*

6. The easiest way to raise \$6 million is to ask 1,000 people to give \$6,000 each. True False

7. The financial commitments of your top prospects will be greatly influenced by the level of support your "institutional family" provides. True False

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**Bonus Questions:**

Name the two YMCA Executives at the turn of the century who are credited with revolutionizing the techniques of "capital" fundraising?

What was the nickname for this YMCA method of campaigning?

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