

Capital Campaigns: Bricks, mortar & more....
using capital campaigns to reposition your non-profit
Fund Raising Day in New York 2009

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I. Capital Campaigns as an engine for capacity building

Campaigns focus the vision and define the goals to be achieved by strategy and effort

Campaigns provide an opportunity for use of outside counsel to win structured feedback via
Marketing & Feasibility studies

Campaigns demand and provide opportunities for identifying and engaging the most able
volunteer leadership

Campaigns demand and provide opportunities for “large asks”

Campaigns demand institutional capacity to budget, plan, implement, and analyze against large
goals undertaken in a constantly changing environment

II. Capital Campaigns require donor-focused planning and action

Stories and examples drawn from the results of missions successfully achieved

Development of relationships beyond transactional giving

A strong naming plan

Recognition and stewardship

III. Lack of readiness for a capital campaign yields opportunities also

Base-laying activities with existing donors

Prospect research and cultivation activities with existing and potential donors

Strengthening of staff and systems to support fund raising and the coming capital campaign

Board development

Activities that analyze and then build the annual fund and major gifts activity

IV. Campaign Benchmarks

90% of the funds come from 10% of the donors

Quiet campaign to raise 50 – 60% of the goal prior to ribbon cutting or announcement

Campaign budget reflects true costs of project & campaign

Campaign designed to engage & involve volunteers & various donor segments

In bad times, have a back-up phasing plan ready to go

Think twice before spending cash not yet in hand & incurring debt

Consider offering key donor segments 4 or 5 year pledge periods & expect the campaign to last longer than 3 years

V. Capital Campaign – Selected Resources *(prepared by Jane Karlin)*

Bancel, Marilyn. Preparing Your Capital Campaign, Jossey-Bass, 2000.

Dove, Kent E. Conducting a Successful Capital Campaign, Jossey-Bass, 2000.

Kihlstedt, Andrea. Capital Campaigns: Strategies That Work, 2nd ed. Jones and Bartlett, 2005

Temple, Eugene R., ed. Hank Rosso's Achieving Excellence in Fundraising, 2nd ed., Jossey-Bass, 2003, especially Robert Pierpont, "Capital Campaigns, 117-138.

Walker, Julia Ingraham. Nonprofit Essentials: The Capital Campaign, Jossey-Bass, 2004.

Weinstein, Stanley. Capital Campaigns From the Ground Up: How Nonprofits Can Have the Buildings of Their Dreams, Jossey-Bass, 2003.

See other titles in the Jossey-Bass Nonprofit and Public Management Series that relate to developing your case for support and planning and implementing major gifts campaigns.