

THE CAPITAL CAMPAIGN

A **CAPITAL CAMPAIGN** is an intensive, time-limited appeal to raise funds for one or more of the following types of projects:

- the construction or renovation of a building,
- the purchase of major equipment,
- to build an endowment fund or
- to increase the resources in an existing endowment fund.

The **CAMPAIGN STRATEGY** comprises four essential ingredients:

- an intellectual and emotional appeal,
- a sufficient number of interested prospects at appropriate gift levels,
- volunteer leadership and
- a plan based on sound fundraising principles.

The basic **CAMPAIGN PRINCIPLES** and procedures of a traditional capital campaign are

Phased Approach: First, seek major gifts to set an example for other donors. The initial phase concentrates exclusively on the largest “lead” prospects that were identified in the campaign planning study.

Personal Giving and Personal Asking: The single most effective technique in fundraising is face-to-face asking by a peer, who must also be a contributor.

Proportionate Giving: The emphasis must be on each prospect giving to the best of his or her ability. These gifts are often referred to as sacrificial gifts. Token gifts or inordinately small ones from major prospects are damaging to the campaign.

Pledges: Encouraging donors to make commitments over a number of years enables them to make a larger gift than would otherwise be possible and develops a pattern of on-going support for the organization — extremely valuable for the future.

Concentric Circles of Giving: Before “outsiders” can be expected to show support, the organization’s leadership, staff, volunteers and traditional supporters must demonstrate their commitment.

Public Relations: People will not give to a project they don’t know about. After the campaign to insiders and lead prospects has begun, a carefully-crafted program to position the campaign – not just the institution – in the public domain must be developed.

Campaign Executive: The campaign will be guided by a Campaign Executive that reports to the Board of Directors. The Executive's responsibilities are to:

- approve the campaign name, logo, theme and official colours;
- approve the final information to be included in the Case for Support and other campaign materials;
- develop the list of prospective Campaign Cabinet members;
- recruit the core group of Campaign Cabinet members, in particular the Major Gifts Committee;
- participate in developing lists for major gift prospects; and
- identify and develop additional resources that to be used in support of the campaign.

The Campaign Executive may comprise the following positions:

- . Campaign Chair
- . Campaign Vice-chair
- . Campaign Treasurer
- . one or two other positions (secretary, communications)

Campaign Cabinet and Committees: Vital to the campaign's success, these groups do the actual solicitation. The members of the various committees must have the will and desire to help the organization reach its goals. They must be willing to use their connections for the benefit of the organization.

Committees should include Leadership Gifts, Major Gifts, Individual Donors, Communications (or Public Relations), Special Events, Business/Corporate Gifts and others as required.

Committees should be kept reasonably small in number so that they can meet by teleconference if necessary (some phone systems will accommodate six people on a local conference call).

The **CAMPAIGN SCHEDULE** includes the following steps which outline the elements normally found in a capital campaign. Depending on the dollar goal, the campaign can take from 12 to 18 months:

Step One:

- Establish campaign office
- Prepare detailed Case for Support, including statement of case, needs and goals
- Recruit campaign chairperson
- Establish procedures for processing gifts and expense reports
- Design appropriate donor recognition program and named gift opportunities

Step Two:

- Recruit Campaign Committee
- Finalize campaign action plan
- Develop public (internal and external) awareness plan
- Develop and produce promotional materials
- Initiate research into foundations and service clubs

Step Three:

- Begin solicitation of “insiders”
- Begin Leadership Gifts solicitation
- Continue research and rating of individual and business/corporate prospects

Step Four:

- Begin public awareness program
- Begin major gift solicitation phase
- Begin foundation, and service club solicitation
- Begin corporate solicitation

Step Five:

- Official campaign launch
- Begin community phase

The Final Tasks:

- Wrap up all phases of solicitation
- Campaign reaches goal
- Pledge collection mechanisms put in place
- Donor recognition program implemented