

Before Beginning Your Capital Campaign



After reading this chapter, you will be able to:

- Understand the goals and objectives of capital campaigns.
- Evaluate your organization's readiness for a campaign.
- Define your organization's needs.

Goals and Objectives of the Capital Campaign

Capital campaigns have become a fixture in the nonprofit world. From small campaigns that raise thousands of dollars for grassroots community service organizations to the huge, billion-dollar efforts mounted by the nation's premiere universities, campaigns and all their accompanying activity have become a prominent part of the landscape for charitable organizations and their leaders.

Some nonprofit leaders consider them a necessary evil. Others revel in the opportunity that a campaign presents to share the mission of their organization more broadly with constituents, both new and old. Many find that a capital

campaign brings together all their various stakeholders as they work to meet a common goal. Planned and executed well, a capital campaign can truly energize a nonprofit organization, having an impact far beyond the raising of funds.

What Is a Capital Campaign?

A capital campaign is a set of fundraising and outreach activities that are focused on raising money for a specific, defined need (or set of needs) beyond annual operating funds for a nonprofit organization. Most capital campaigns have as their goal the construction or renovation of a building or facility. The word *capital* signifies an expenditure of a nonrecurring nature, such as funds spent on physical plant, equipment, or property.

In many capital campaigns today, however, the term is defined fairly loosely, and funds are raised for capital, endowment, program, and operations all at once. Some campaigns raise money for a new building, but include funds for other expenses the building will incur, such as furnishings, landscaping, equipment, exhibits, and technology support. Capital campaigns can also be used to seek funds to pay staff, support programs, and cover ongoing maintenance costs for a new facility. It has become more common in recent years for campaigns to help secure the long-term financial health of the organization by including an endowment component.

While a nonprofit may be unique in the exact components, timetable, and goals of its campaign, there are overall similarities to campaigns that transcend organizational differences. Most capital campaigns share certain characteristics:

- An identified set of needs that determines the purpose of the campaign
- A defined financial goal that determines the size of the campaign
- A set timetable for meeting the goal, usually longer than one year
- An identified group of volunteers who help conduct fundraising activity

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- A focus on raising major gifts, that is, gifts that are larger than the normal annual fund support that the organization receives
- A plan for public recognition of donors who make major gifts, which could vary from the naming of spaces in a new building to engraving a donor wall

While these shared characteristics help define most campaigns, there are several different types of campaigns to consider when you begin your campaign planning. Types of campaigns are usually defined by the purpose or use of the funds raised (see Exhibit 1.1). A comprehensive capital campaign, for instance, would combine fundraising for a capital project with all types of funds the organization needed over a set period of time, including funds raised for annual operations, programmatic support, and endowment.



TIPS & TECHNIQUES

What Type of Campaign Does Your Organization Need? Consider the Following Factors:

- The type of funding your organization needs most
- The capability within your organization to plan and implement a complex campaign with multiple goals
- Your organization's need for and ability to manage endowment funds
- The size and financial capability of your organization's prospect pool
- Staffing and volunteer resources that will be available for your efforts
- Prior campaign experience in your organization

The prior fundraising experience of your organization is an important consideration in selecting the type of campaign you will mount. If you have just completed a major campaign for a new facility, you may want to consider building your endowment or setting a smaller goal with minicampaigns for projects that still need funding.

If your organization has never done a capital campaign, it is preferable to keep things simple and focus just on the capital needs for one new facility. If your organization has campaign experience, and has the resources to keep lots

EXHIBIT 1.1

Types of Campaigns: Defined by Purpose of the Funds Raised

Capital: Funds raised for a new or renovated facility. May include funding for expenses related to the facility, such as furnishings, equipment, program, staffing, exhibits, technology, and maintenance.

Endowment: Funds raised for the organization's endowment, that is, funds where the principal is invested and only the interest is spent on the use specified by the donor. May be combined with a capital campaign.

Annual: Funds raised for annual ongoing operations expenses. May be combined with a capital campaign.

Comprehensive: Includes all types of funds raised for the organization during a defined time period, including annual fund, endowment, program, and capital.

Minicampaigns: A group of small, focused projects that are marketed together as in a capital campaign, used for funding a set of identified needs in one organization.

of fundraising projects moving at once, then you may be better served by pulling all your needs together and mounting a comprehensive campaign.

Improving Fundraising Results

Most institutions find that capital campaigns help them to improve fundraising results, even after the campaign goals have been met. This is because a campaign tends to encourage more giving across the institution for all purposes. The combined effect of the additional attention to marketing, the time and focus on fundraising by senior staff and the president, the increase in volunteer fundraising activity, and the outreach to new prospects usually results in bringing in more money in larger increments from more donors.

Many campaign advisers measure nonprofit fundraising by the *run rate*, or the amount of cash raised each year from all sources for all purposes. Campaigns tend to affect the run rate positively. It is common, for instance, to see a campaign double the run rate for an institution; some increase by an even larger percentage. With careful planning and maintenance of campaign levels of budget and staffing, much of this increase in the run rate can be sustained beyond the campaign.

A related goal for the capital campaign in organizational terms is to improve overall fundraising capability on a long-term basis. Some foundations will make “capacity building” grants that support campaign staffing and expenditures for this reason: as the old story goes, if you *teach* a man to fish, it is better for him in the long run than if you *give* the man a fish. If a nonprofit learns how to effectively fundraise, and the expertise of its president, its board, its volunteer base, and its advancement staff all improve during the campaign period, then the nonprofit will finish the campaign better able to meet its needs in the future.

Because campaigns tend to improve fundraising results for both the short term and long term, they are popular with nonprofit leaders and board members

who want to see their organizations build fundraising momentum and succeed in meeting aggressive funding goals.

It's Not Just About Money: Setting Other Goals

There are other reasons to mount a campaign, however, than simply raising more money. First, the campaign brings a wide variety of people together to work on achieving a unified goal. This can be a galvanizing experience within a nonprofit for staff, leadership, and volunteers. Like the military and political campaign, the capital campaign requires tremendous logistical support: the hiring, training, and deploying of staff and volunteers ultimately will determine the level of success that can be achieved. It is partly the process, the coming together of disparate parts and people both inside and outside of the organization to achieve a common goal, that makes it such a valuable experience.

Another goal that can be achieved during the campaign is to reach out to new constituencies. Because of the enhanced marketing and fundraising efforts that are put in place to support the campaign, new friends are made for the nonprofit. With forethought and targeted marketing, the organization can broaden its base of supporters. It may want to attract more national donors, or more women donors, or build support in minority communities for its mission. Using the campaign to broaden the base of support for the nonprofit allows for future growth and support from a wider variety of donors, which ultimately strengthens the organization.

Finally, the campaign can help an organization focus on the big picture—its mission and vision. It takes a clear and compelling message to attract donors



RULES OF THE ROAD

Don't sell a space that keeps disappearing from the plans.

and financial support to a campaign. Nonprofit leaders must create a vision of the future of the organization that forms the core of that compelling message. The process of communicating the organization's needs—sharing the vision with those who are being asked to provide support—enhances the understanding and commitment of all those connected to the organization.

Another way to describe this effect is that in communicating what is important about the organization to new supporters, the leaders of the organization reaffirm their own commitment to the organization's mission. Thus at the end of a successful campaign, the organization has a cadre of trained, articulate leaders who share a similar perspective about the vision for the organization's future direction. This can be a very powerful experience that creates a group of dedicated leaders who can continue to move the organization forward.

Are You Ready for a Capital Campaign?

Preparing for a capital campaign is no small matter. Depending on the size and complexity of your campaign, it can take months or years of preparation before a single dollar is raised.

Most importantly, the organization has to have strong leadership in place to mount a capital campaign. For a nonprofit organization to succeed in a major campaign, the institutional leaders (the president and the senior staff, especially the heads of operations, finance, and development) need to be smart, skilled, and work well together as a team. Additionally, a campaign requires strong volunteer leadership from the board and campaign chairs to focus on their own philanthropy and reach out to prospective donors.

A capital campaign requires broad agreement across the institution on the campaign needs, a financial goal to meet those needs, and a pricing structure for naming opportunities. There are preparatory steps that focus on internal issues, such as augmenting staff, budget, infrastructure, and program support.

There is also preparation required for external elements, such as donor identification, institutional PR, and creating the case for support that will be used to approach prospective donors.

Leadership Assessment

How can you determine if your organization is ready to mount a capital campaign? Start with a leadership assessment, since good leadership is essential to the campaign's ultimate success. There are three critical points to assess in terms of organizational leadership: the president or executive director, the board, and the campaign volunteer leadership.

Evaluating the current and potential leadership of the organization should be viewed as an opportunity to strengthen the overall organization and to shore up weaknesses, not as a threat. A leadership assessment can be made informally by the executive director (including a self-assessment), it can be conducted by the president and the board chair working together, or it can be made with the aid of an outside consultant. The goal is to uncover and address leadership gaps or problems and correct them before the pressures of the campaign make adjustments more difficult.

Leadership Assessment of the President or Executive Director. The nonprofit CEO will have to commit a substantial percentage of her time, energy, and focus to the campaign for it to be successful. Some presidents feel that they can delegate fundraising duties to staff or volunteers, but top donors almost always require personal attention from the top executive in order to make a leadership gift. Many executive directors spend as much as one-half to two-thirds of their time fundraising during a capital campaign. Due to this high time commitment, CEOs should plan to delegate a portion of their other executive duties to their senior staff. Planning for this hand-off should take place before the campaign begins.

Questions to Ask in Assessing the President/Executive Director:

- *Is she a good fundraiser?* If not, she should enroll in some training seminars or work with a mentor to build her skills before the campaign starts.
- *Does she work well with the board?* Good communication between board leadership and the executive director is important to keep the campaign running smoothly. Address communication and governance problems before the campaign gets underway.
- *Is she planning on staying for the duration of the campaign?* A change in mid-campaign can put off donors, prospects, and board members who have invested time and energy into their relationship with the president. Make sure contract renewal dates match the campaign timetable.
- *Is there a change at the top being considered?* If there is a perception that the leader is weak or ineffective, make the change before the campaign is begun, or the campaign effort will lose valuable time and momentum.
- *Are there functions she can delegate to senior staff to clear her time for campaign activity?* The executive director will be directly involved in much campaign activity. Her ability to delegate other functions effectively will depend on her management skills and the strength of her senior management team.

If the executive director is new or inexperienced in fundraising, it is especially important to help her develop those skills before the pressures of a campaign bear down. There are numerous workshops and training programs now offered for executives; professional groups such as the Association of Fundraising Professionals (AFP) and the Council for Advancement and Support of Education (CASE) offer special programs targeted at senior non-profit executives. There are also seminars where presidents and board members can attend in teams and learn to work together to improve their skills.

Leadership Assessment of the Board. Many organizations use the planning time before a major campaign as a period during which they undertake a formal review of board governance and membership. Campaigns flourish or wilt depending on the strength of their organization's board. The period before a campaign begins is the best time to add new members, increase diversity, improve geographic representation, and increase the number of members.

Questions to Ask in Assessing the Board:

- *Is the board chair prepared for the campaign?* The board chair often serves as the “face” of the organization in the broader community; is he prepared to play that role? Can he make fundraising calls on key prospects? Perhaps additional training in fundraising or media relations should be provided. Is the next chairperson identified and being trained?
- *Is the board capable of giving a substantial portion of the campaign goal?* Many boards contribute between 30 and 50% of the campaign goal; does your board have enough members who can make leadership gifts?
- *Are there board members who have fundraising expertise?* While you may have a separate Capital Campaign Committee, many board members also cultivate and solicit campaign gifts. Are your board members ready to do this effectively?
- *Has the board “bought into” the reasons for the campaign?* The board must be fully engaged in the campaign, so that they will make their own gifts and bring others into the fold. They should be educated about the needs for the campaign and excited about where the organization is headed.
- *Is the board big enough and diverse enough to take on this campaign?* Some boards may need to expand in size to increase their reach into different areas of the community. Expanding geographic representation, racial and ethnic diversity, and having board members who represent different industry segments can add depth and new capabilities to the board before a campaign begins.

It is appropriate to make sure that there are members who have access to money and influence in your community (or nationwide) on your board before the campaign begins. Board members are chosen for many reasons, including the knowledge and commitment that they bring to your mission and services, but it is also important to have some board members with the capacity to make large gifts or who have access to those who can make gifts. It can be awkward to add influential donors to the board during a campaign or immediately after they have made a large gift, so timing is critical in this consideration. The time to add them is *before* the campaign starts.

Leadership Assessment of Potential Campaign Volunteers. A campaign needs good volunteer leadership to be successful, and the ability to identify and recruit the right chair is an important consideration for your campaign. The best volunteer leaders drive the momentum of the campaign, push the staff and other volunteers to keep activity going, undertake key solicitations, and make their own leadership gifts. They keep everyone focused on what needs to be done next. The right leader can make a huge difference in a campaign's chances for success.

Depending on the size of your campaign and of your volunteer base, you may need only one volunteer who can chair the campaign, or you may want to create a network of committees with co-chairs who support regional campaign activity. No matter what form your campaign will take, a core group of volunteer leaders—at least one, but preferably five or six—is needed to lead the activity and keep everyone else moving in a positive direction.

Questions to Ask in Assessing the Campaign Volunteer Leadership:

- *Who is the best person available to chair (or co-chair) the campaign?* The chair needs to be a skilled fundraiser, have a name that is widely respected, and be committed to your cause. Being able to give a lead gift is also a nice plus.

- *Is he or she available and willing to take on this job?* The best chair is often the busiest; time the start of your campaign to take advantage of the availability of your proposed chairperson.
- *What do we need to do to recruit this individual?* Get your board chair involved in this discussion. You may need to be flexible on some issues, such as providing a co-chair, staffing support, or term limits in order to attract your first choice.
- *Do we have five or six other individuals we can count on as volunteer leaders?* Look for potential leaders who can tap corporations or foundations, not just individuals; plan for national or regional representation; select varied occupations and industry representation when assessing your campaign leadership team.
- *Do we need to provide additional training?* Most volunteers need additional training in fundraising techniques, especially planned giving, but they all need to be educated about your organization and needs.
- *Do we need to find additional people?* Identify and recruit potential volunteer leaders well ahead of the scheduled campaign start. Plan for diversity in your volunteer leadership to provide access to all segments of your community.

Inside the Organization

It is a common mistake to assume that only the development office will be affected by a major fundraising campaign. In reality, every operational division—from finance to physical plant—will be profoundly affected by the ongoing demands and ultimate success or failure of the campaign.

The skills and capabilities of your senior management team will help to determine the success of the capital campaign. Identify the senior managers, most likely members of the senior staff or vice presidents, who will help lead the planning and implementation of the campaign in their areas. Shore up any

weaknesses in the team, particularly in finance and development. A campaign ultimately is about money, and the people who raise, process, account for, and spend the money have to be first-rate to make it all work.

Do your financial planning ahead of the campaign. Determine if your organization will need to borrow money or sell bonds to support the construction phase if you are doing a capital project. There is often a period between the start of construction and the payment of campaign pledges that requires some type of financing alternative. Consider ways to pay for your campaign expenses (see Chapter 2). Determine the impact of additional expenses of a new facility or program on your operational budget and how that will be covered after the campaign is over.

Consider having a retreat before the campaign starts, led by the executive director with the senior staff present, to discuss the implications of the campaign for staffing, strategic planning, utilization of resources, and financial projections. If a construction project is planned, it is important to plan ahead for project management, and to decide which department head will undertake the oversight of the architectural design, construction, and budget expenditures for the planned facility.

Here are five functional areas inside the organization that should be ready to perform at a high level during the campaign:

- 1. Finance:** Provide accurate gift accounting, select and oversee investment managers for the endowment, assist in preparing campaign budget and how to pay for it, and provide financial planning for capital project development.
- 2. Advancement:** Hire or train staff to cover campaign-related functions, including prospect research, prospect management, gift processing, proposal writing, event planning, and volunteer management and support. Hire or train staff to gain major gift cultivation and solicitation expertise.
- 3. Capital project management:** Identify or hire staff to oversee the architectural design and construction process, maintain budget and quality con-

trol on all contractors, and ensure that project will open on time and on budget.

4. *Operations*: Lead planning for bringing new facility and programs online, plan staffing and program needs for new facility, prepare to track and measure service outcomes, and improve quality of services rendered.
5. *PR/marketing*: Promote overall name recognition for the organization, develop the campaign case (the messages and themes used with prospective donors), and prepare campaign materials and supporting brochures.

Outside the Organization

A capital campaign is essentially a coordinated marketing effort that seeks to heighten interest, awareness, and support for the nonprofit in order to raise funds for a specific purpose or set of needs. Often marketing or feasibility studies are done to measure the support that an organization can expect to receive during the campaign. These studies are reviewed in more detail in Chapter 2. Even before a study is scheduled, however, much work can be done to assess and prepare external audiences for the campaign to come.

Here are steps you can take outside the organization to help prepare for a campaign:

1. *Study the environment for fundraising in your area*. Familiarize yourself with local, regional, and national fundraising trends by joining groups like AFP, talking to your peers, and reading publications such as *The Chronicle of Philanthropy*, *The Wall Street Journal*, and local business newspapers. Look for factors that might affect your campaign, including: gains and losses in the stock market; regional economic growth or decline; local businesses merging with national conglomerates; the activity of local foundations; and new “hot button” social issues in your community.
2. *Become familiar with what your peers are doing*. Study the capital campaigns of your competitors. Visit their Web sites, review their materials, and talk

to their advancement staff. Don't copy exactly what they are doing, but look for things they do well that might work in your campaign, including: the pricing of naming opportunities; their volunteer structure; the size of their staff and budget; their campaign themes; and the size of their goal.

- 3.** *Analyze your current donor pool.* You should know everything possible about your donor pool before you begin to plan your campaign: how many donors you have at what levels; who the top donors are by name; geographic areas of strength; new areas that show growth potential; and if possible, age, sex, and other demographic information about your donors. This will be used to help you plan your target markets.
- 4.** *Identify target markets you want to focus on.* Take the information from analyzing your donor pool; identify 8 to 10 top cities, regions, or neighborhoods (in a local campaign) that have performed well for your organization in fundraising over the past five years. Then add 4 or 5 cities, regions, or neighborhoods that show growth potential (i.e., there has been some new donor activity there in the past 18 months). These areas will be your target markets.
- 5.** *Begin PR efforts to raise awareness of the organization in target markets.* Now focus your PR efforts on these target cities or neighborhoods. Create a plan with your PR staff to feature stories or publicity about individuals from these areas, begin a concerted effort to get the name of your organization in front of the media outlets in these areas, and begin to identify key volunteers who could help promote your campaign in these cities or regions.

Defining the Organization's Needs

Strategic Planning and the Campaign

In many nonprofit organizations, a capital campaign is the end result of an institutional strategic planning process. The concept behind strategic planning

**LIVE & LEARN**

During a luncheon at the university president's home, the advancement VP was seated next to a couple whose daughter had just enrolled at the school. The husband was a billionaire whose assets were derived from an international network of businesses including real estate, insurance, and banking. The wife, a lovely Asian woman whose English was a little weak, turned to the VP and politely asked: "And what do you do?" The VP replied, "I am the Vice President for Development." "How nice!" cried the wife. "Development—that's exactly what my husband does."

is to bring together all the stakeholders in the organization through a discussion of future needs across the institution. Most planners now look at a planning horizon of no longer than three to five years, due to the rapid changes in environmental, political, and social factors that influence the future of many of our nonprofits. A longer planning horizon is necessary in nonprofits where long-term financial planning, such as debt service, is a key factor in capital construction.

Undertaking an effective strategic planning exercise allows the organization to prioritize its needs and to create a set of funding priorities. Planning doesn't have to be vague or open ended; it can be focused on desired outcomes. For instance, to prepare for a capital campaign, a hospital might hire an architect, establish a facility master plan, develop space-use policies, and set up a process for determining the best use of limited resources, such as contiguous open land. Once these processes are in place, then projects and priorities can be determined, ultimately with the approval of the board.

While it can deliver valuable results, institution-wide strategic planning can be complex and time consuming. It can also be expensive if you use outside con-

sultants to manage the process. One alternative is to conduct a smaller, more focused planning process internally using the organization's senior management team. To build consensus, it is important to take the results of an internal plan to the board and other external advisory groups for their input and involvement. It is critical to achieve buy-in across the organization, from senior management to the board, before going out to convince donors that they should invest in your plan.



IN THE REAL WORLD

Leading a Strategic Planning Process

Here Is the Planning Process That One Nonprofit Followed to Prepare for Its Capital Campaign, Working with Internal Staff:

- Plan for a three-year horizon.
- Identify all potential funding sources (private, public, and internal).
- Look at sources and uses of new funds.
- Develop a cash-flow plan for pledges.
- Brainstorm needs and prioritize projects.
- Distinguish projects from programs.
- Develop plans to staff and operate any new programs or facilities.
- Open up internal communications.
- Develop a theme.
- Construct two or three messages around the theme.
- Create a Table of Needs.
- Separate out endowment needs.

The strategic planning process results in setting the goals for the organization's future and prioritizes the steps toward achieving those goals. Most importantly, however, it brings together different members of the organization's various constituencies, whether they are staff, board members, volunteers, or customers, to work through differences of opinion in an open and positive manner. A good planning process results in a unified vision for the nonprofit's future direction. Lack of planning, or a poor planning process, can result in divisiveness and negativity that distracts an institution and slows its progress.

Preparing the Table of Needs

The Table of Needs is the name given to the list of projects that will be funded through the capital campaign (see Exhibits 1.2 and 1.3). It usually includes a list of the recognition opportunities and prices for naming each component of the project. A Table of Needs is often published as part of the campaign case statement, but since prices and availability can change as the campaign progresses, many organizations print the Table of Needs separately and add it to brochures, proposals, and solicitation packages.

There are three main steps to creating a Table of Needs for your campaign:

- 1.** *Determine the scope of the project you need to raise money for.* Will you build a new facility or renovate an old one? What are your staffing, program, and operating costs going to be? Do you wish to include an endowment component for future operating costs? Do you already own the land for your new building?
- 2.** *Hire an architect or program designer to draw up preliminary plans.* In order to create your Table of Needs, you will need cost estimates for all the project components, an available site, and preliminary design drawings to determine what spaces in the facility can be named for recognition purposes.
- 3.** *Work with the architect to identify and price the most attractive components of the project to offer for recognition to donors.* The price you will list for a space does not have to equate exactly with the cost to construct that space. Use

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your most attractive spaces—external naming opportunities, entrance areas, soaring atriums, impressive conference rooms—for the highest-priced options. Then divide up the remaining costs and apply them to rooms of lesser value. It is useful to have all the gifts add up to more than your total campaign in case you don't sell every option.

While there are no standard pricing guidelines for capital campaigns, the external naming price for a building is often set at 30 to 50% of the total cost

EXHIBIT 1.2

Sample Table of Needs

\$60 Million Capital Campaign for a National Museum:

New Wing (external name)	\$ 20 million
Preservation Center	\$ 10 million
Theater	\$ 10 million
Library/Archives	\$ 5 million
Conference Center	\$ 5 million
Exhibit Floor I	\$ 4 million
Exhibit Floor II	\$ 3 million
Exhibit Floor III	\$ 2 million
Education Center	\$ 1 million
Classrooms	\$ 100,000 each
Conference Room	\$ 500,000
Galleries	\$ 250,000 each
Exhibits	\$ 100,000 each
Walkways	\$ 50,000 each

EXHIBIT 1.3

Sample Table of Needs

**\$1.5 Million Capital Campaign for a Community Arts Center
(includes staffing, program, and endowment):**

New Building (external name)	\$ 500,000
Lobby	\$ 100,000
Exhibition Hall	\$ 250,000
Classrooms (4 @ \$25,000 each)	\$ 100,000
Conference Room	\$ 100,000
Director's Suite	\$ 50,000
Staff Director (4 years @ \$50,000/yr)	\$ 200,000
Education Program (can be divided into smaller grants)	\$ 100,000
Endowment (can be divided into smaller gifts)	\$ 250,000

of the project. For example, in a campaign for a facility with a \$3 million goal, the external naming gift might be set at \$1 million to \$1.5 million. (For more on gift pricing to motivate donors, see Chapter 7.)

Test your price list, or Table of Needs, among friendly donors or board members to see if it feels right to them. Sometimes prices can seem too high for a local or regional audience and need to be adjusted downward. In general, campaigns in the northeastern United States and on the west coast can command slightly higher naming prices than those in other regions of the country.

Planning for Bricks-and-Mortar Projects

Most capital campaigns raise funds for either the renovation of an old facility or the construction of a new one. Some campaigns involve multiple buildings, wings, and complex interior designs. All these projects involve substantial architectural planning and interior design. How well you work with your organization's architects and designers will help to determine the ease with which you meet your campaign's goals.

The advancement team needs to keep in close contact with the architect and project planners during the early phases of planning a capital project. This is to allow those who will be doing the fundraising access to detailed information about the project, from room size to the placement of donor recognition plaques. Better information allows the advancement professionals the ability to work more closely with donors to ensure their satisfaction as the project funding progresses.

Architects and designers can become important members of the campaign fundraising team. Architects help support the fundraising process by providing renderings, floor plans, and full-color drawings for visits with donors. These drawings can be personalized to reflect the name of the prospect on the space being pictured. Renderings can be produced electronically and dropped into publications, newsletters, PowerPoint presentations, and CD-ROMs. Architectural drawings are also used in media presentations and packages.

If an architect is eloquent about the purpose and design of a new facility, he can play a major role in building the enthusiasm and excitement that is an integral part of a capital campaign. He may be willing to serve as a presenter at campaign events, including donor visits, prospect cultivation dinners, and campaign kick-off events. In a bricks-and-mortar campaign, the building is the center of attention, and the architect is the creator of the building. Get him involved in the campaign if he will be useful in the fundraising effort.

**TIPS & TECHNIQUES*****Helpful Hints for Planning Bricks-and-Mortar Projects:***

- Get the advancement VP involved early in the architectural planning process and keep her involved.
- Have a member of the advancement team attend regular meetings with the architects and designers to keep abreast of changes.
- Identify one person (not from the advancement staff) as project manager, to oversee contracts, keep the project on budget, select furnishings, and so on.
- Keep tabs on the components listed on the Table of Needs; make sure that they all end up in the project. Don't offer a donor the chance to name a floor that doesn't exist anymore!
- Keep one eye on costs—construction projects often go over budget. The campaign may be asked to raise the additional funds needed on top of its original goal. A good project manager will help to control costs.

Summary

Capital campaigns require substantial planning. Leadership, both inside and outside the organization, is essential to the success of your capital campaign. Assess and deal with any leadership or training issues in your staff and board before launching the campaign. There are many areas of your organization, in addition to the advancement office, that need to make preparations for the campaign. Your organization may find it helpful to conduct a strategic planning exercise before starting your fundraising to map out institutional priorities. Working with an architect and preparing a Table of Needs are additional key steps to help nonprofits prepare for a capital campaign.