



PMB 472, 5025 North Central Avenue, Phoenix, Arizona 85012
Tel: 602/391-8765

Creating An Environment for Fundraising

Before a campaign is formally undertaken and publicly announced, *precampaign* work is necessary to create an atmosphere where fundraising can take place. First and foremost in any capital campaign is the need for commitment on the part of the governing board, the administration and the volunteer leaders. Campaigns require teamwork. No campaign, if it is to be successful, can be undertaken by staff alone or by external professionals alone.

Successful campaigns are characterized by the following prerequisites:

- ❖ Commitments of time and support from all key participants (the governing board, the chief staff officer, prospective donors, key volunteer leaders, the professional fundraising staff and the institutional "family.")
- ❖ A clear record of achievement and a strategic plan for organizational growth and improvement.
- ❖ A written document that makes a compelling case for supporting the campaign, including reasonable projections of the project's total costs.
- ❖ A pool of cultivated potential donors with the capacity to make gifts, paid over three to five years, in the ranges described in the project's chart of gifts.
- ❖ An assessment of the institutional development program and a market survey addressing internal and external preparedness.
- ❖ Enlistment and education of volunteer leaders.
- ❖ Ability and readiness of major donors to give substantial lead gifts before a public announcement of the campaign.
- ❖ Competent staff and, perhaps, external professional counsel.
- ❖ Internal systems capable of preparing prospect lists, supporting volunteer activities, recording and acknowledging gifts.
- ❖ Adequate, ever liberal, funds for expenses.
- ❖ Adequate working capital to conduct capital planning and development activities before the first gift is made to the campaign.

Other factors that affect an organization's readiness to conduct a major campaign include the strength of the national and local economy, competing and conflicting campaigns and a history of positive public perceptions.