

University of San Diego

Nonprofit Governance Symposium

Saturday, January 10, 2015

The Power of Campaign Fundraising

Welcome

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What do we need to know about the Power of a Campaign?

1. What is a campaign?
2. What is going on in the environment?
3. Case Study: Are you ready for a campaign?
4. Case Study: How do you build a campaign?
5. Q&A

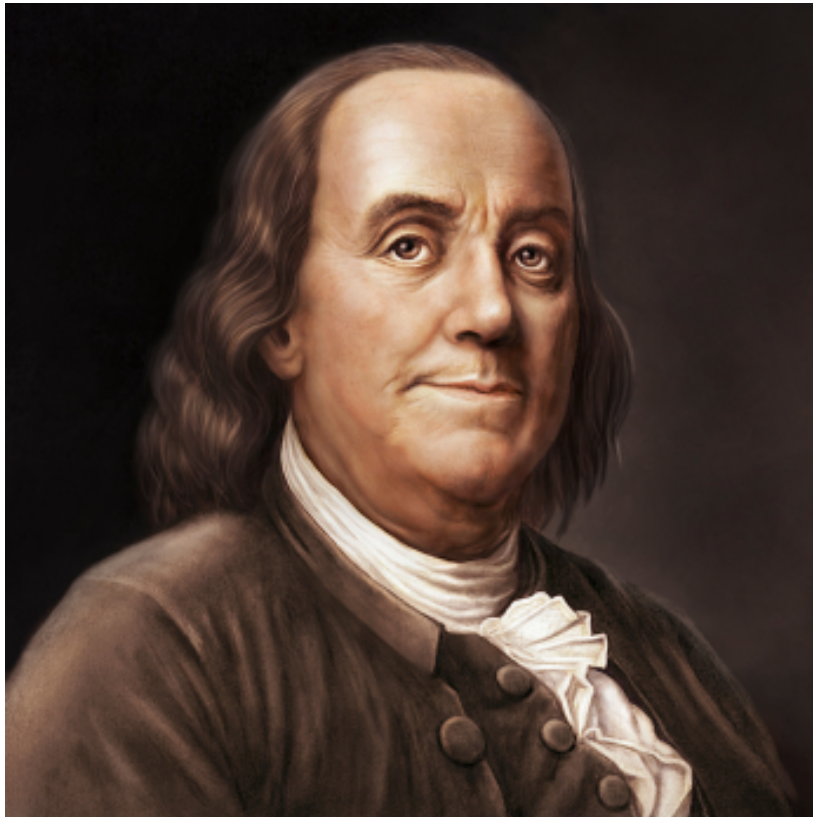
What is a campaign?

Try Googling “campaigns”!



What is a campaign?

There is a long history of campaigns for charitable organizations



—Benjamin Franklin

Our campaign definition for today? Here is the Zoo's definition

- Noun. A _____ effort to secure an _____ level of financial resources in a _____ period of time to address the _____ that will _____ San Diego Zoo Global's ability to address to meet _____, locally and globally.

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Our campaign definition for today? Here is the Zoo's definition

- Noun. A special effort to secure an extraordinary level of financial resources in a limited period of time to address the _____ that will _____ San Diego Zoo Global's ability to address to meet _____, locally and globally.

Our campaign definition for today? Here is the Zoo's definition

- Noun. A special effort to secure an extraordinary level of financial resources in a limited period of time to address the strategic priorities that will _____ San Diego Zoo Global's ability to address to meet _____, locally and globally.

Our campaign definition for today? Here is the Zoo's definition

- Noun. A special effort to secure an extraordinary level of financial resources in a limited period of time to address the strategic priorities that will TRANSFORM San Diego Zoo Global's ability to address to meet _____, locally and globally.

Our campaign definition for today? Here is the Zoo's definition

- Noun. A special effort to secure an extraordinary level of financial resources in a limited period of time to address the strategic priorities that will TRANSFORM San Diego Zoo Global's ability to address to meet community needs, locally and globally.

What do all campaigns have in common? The common thread!

There are some things that they all have in common, no matter how big or large the organization or the size of the campaign!

- ✓ There is a plan to follow
- ✓ They are complex
- ✓ They are sequential
- ✓ They take a lot of time to plan and to implement – a marathon, not a walk
- ✓ They impact everyone in the organization
- ✓ They are focused on major gifts and individual donors

What are the types of fundraising campaigns we use today?

- ✓ **Capital Campaign** - purchase or construct a building necessary to expand program
- ✓ **Special Projects Campaign** – equipment, small projects, one time start-up projects
- ✓ **Endowment Campaign** – financial sustainability
- ✓ **Combined Campaign** – building, equipment and endowment
- ✓ **Comprehensive Campaign** – building, equipment, endowment and program

What is going on today?

What are trends?

Nationally:

- ✓ University of Washington - \$6 billion
- ✓ Smithsonian- \$1.5 billion
- ✓ The Harvard Campaign - \$6.5 billion
- ✓ Penn State - \$2.1 billion



What are the types of fundraising campaigns we use today?

Locally

- ✓ University of San Diego - \$XXX million
- ✓ UCSD Jacobs Medical Center \$131 million
- ✓ San Diego Zoo Global - \$XXX million
- ✓ SDSU \$500 million that has grown to \$750 million

Smaller Campaigns

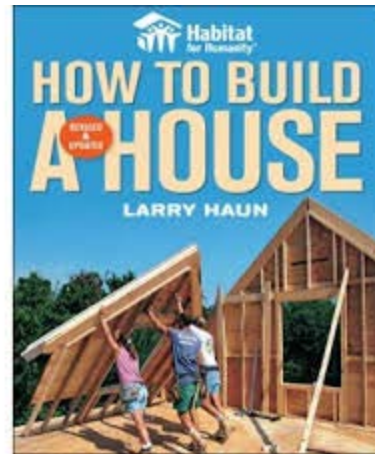
- ✓ San Diego Children's Discovery Museum - \$3.2 million
- ✓ Mountain Health - \$5 million
- ✓ Ocean Discovery Institute - \$7 million

Case Study: San Diego Zoo Global

- First comprehensive campaign—ever
- Used a Cannon—effective?
- Built Candy Vending Machine
- Great Recession got in the way—greatly
- Two Centennials to work around

Case Study: San Diego Zoo Global

Building a campaign is like building a house!

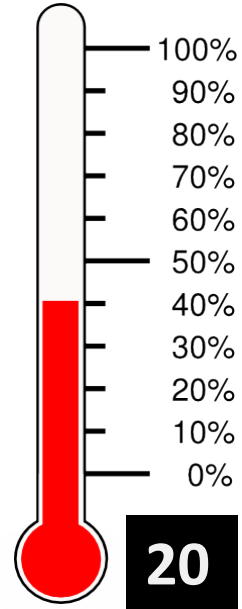


Case Study: San Diego Zoo Global

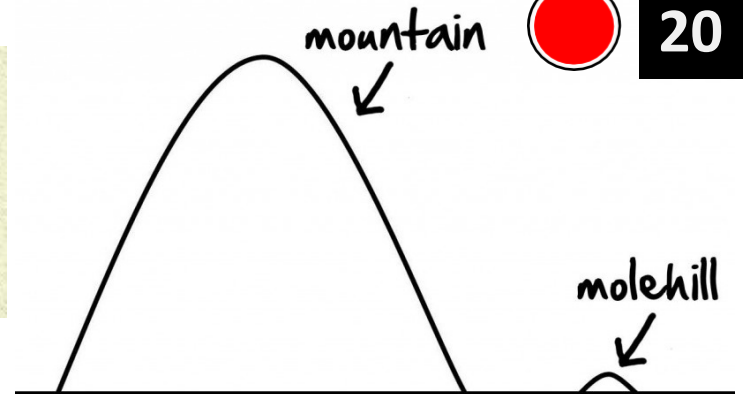
Start with six basics



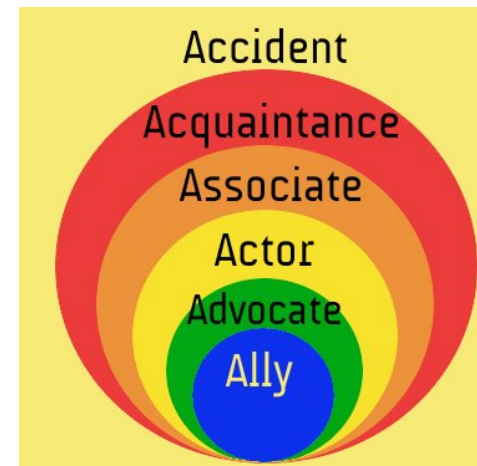
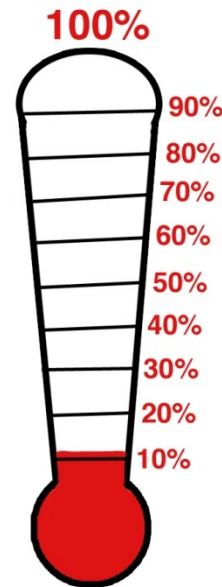
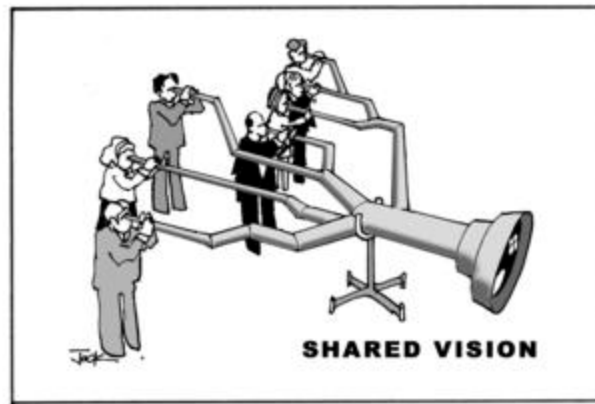
Case Study: San Diego Zoo Global Add the Campaign Infrastructure



GOAL: [✓]
GOAL: [✓]



Case Study: San Diego Zoo Global Completing the Campaign Structure!





San Diego Zoo Global

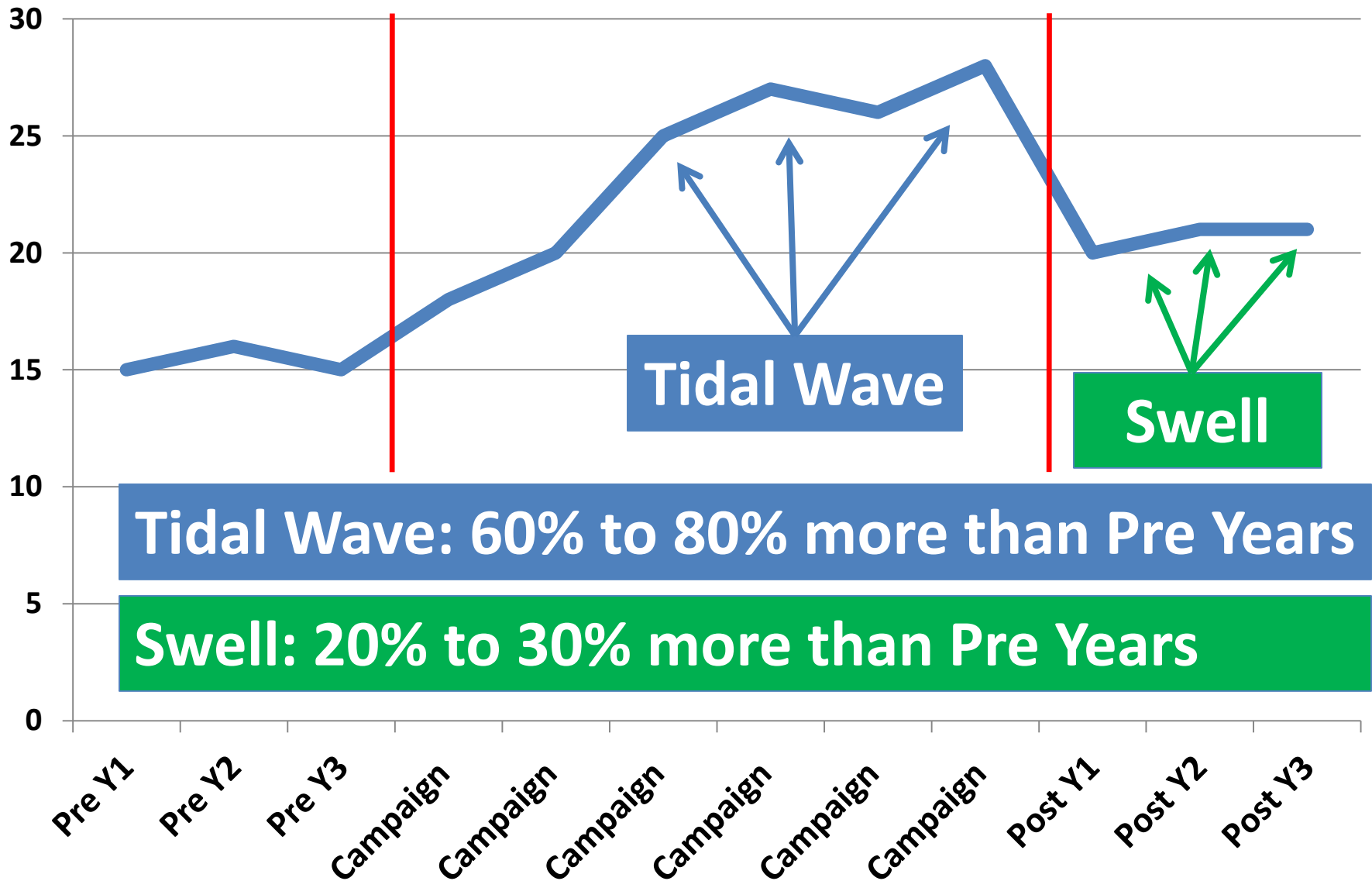
Roaring *Forward*

for the Next 100 Years!

Benefits of Campaign

- ✓ Reached stated financial goal
- ✓ Determination of strategic priorities
- ✓ Funded the organizational vision
- ✓ Organization is transformed
- ✓ Many, many new donor relationships
- ✓ People think of SZDG differently
- ✓ Sets a new standard: tidal wave and swell

Chief Benefit: Tidal Wave and Swell



The Law of Vision

Transformational

Principal

Leadership

Major

Participatory

Gifts Size:

None

Low

Some

Much

Huge



Tied to our Vision—YES!

Our vision: We will lead the fight against extinction! ▶ How will we do it?



▶ **IGNITE** Ignite a passion for wildlife within every child.



▶ **GROW** Grow our worldwide leadership in animal and plant care as well as inspirational experiences.



▶ **SAVE** Save critically endangered species for future generations with our local and global partners.



Will you join our fight? Want to learn more? With your help, together we can end extinction!

Tied to our Vision—Yes!



IGNITE
**A Passion
for Wildlife
within Every
Child.**

▶ **IGNITE**

Ignite a passion
for wildlife within
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Tied to our Vision—YES!



▶ **GROW** Grow our worldwide leadership in animal and plant care as well as inspirational experiences.



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Tied to our Vision—YES!

▶ **SAVE**

Save critically endangered species for future generations with our local and global partners.



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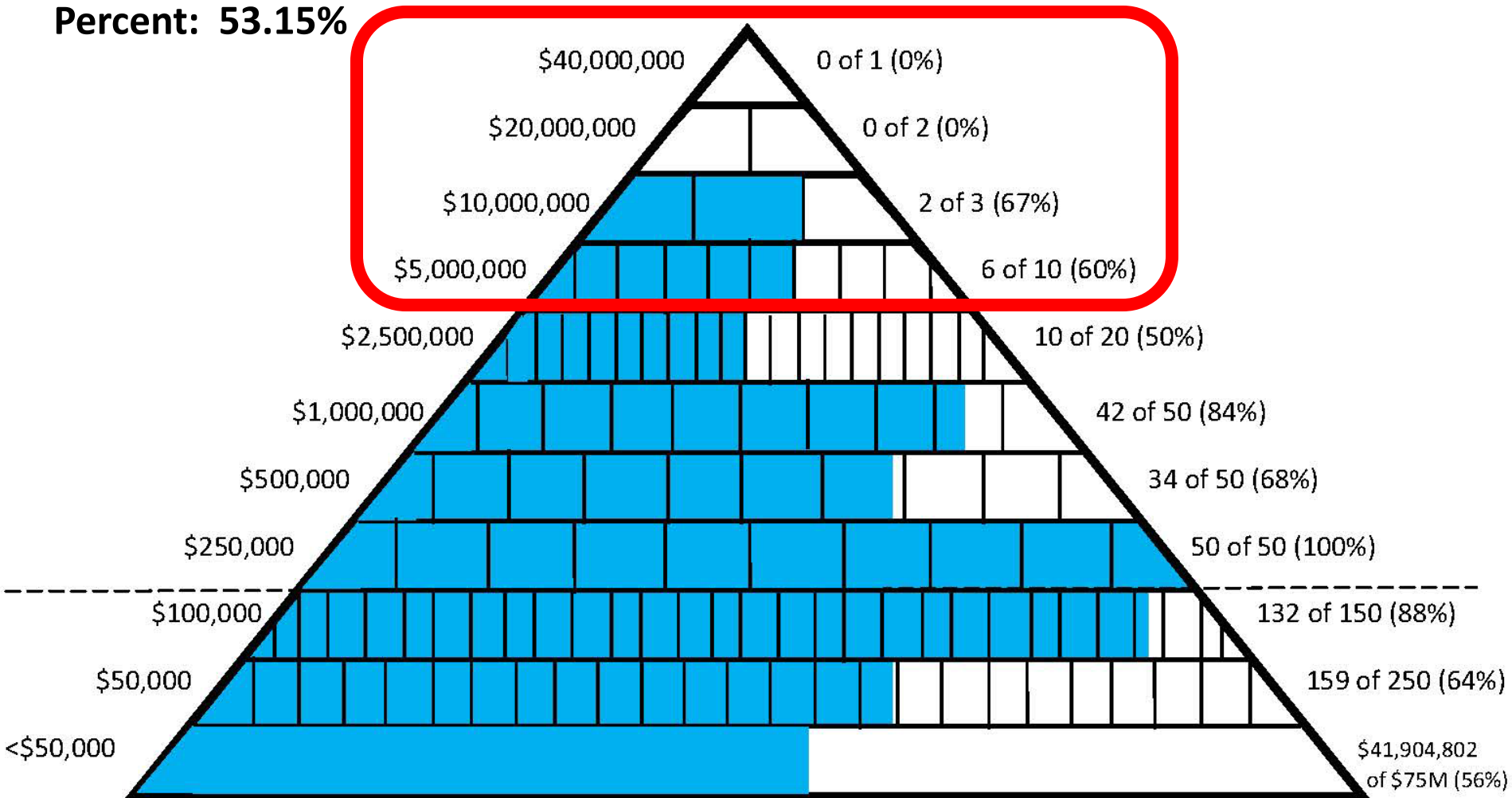
\$400 Million Campaign San Diego Zoo Global

Goal: \$400,000,000

Pledged: \$212,603,381

Percent: 53.15%

As of: P11, 2014



Bringing it all together

The 3 “S’s”

There are usually 3 reasons why a campaign stalls or succeeds

- **Weak case for support /Strong Case**
- **Poor use of volunteer leadership/Strong Leadership**
- **Inadequate number of major gift prospects/Sufficient Donors**

Kent E. Dove

Bringing it all together—What Are You Going to Commit to do?

- Are you ready?
 - Trustees?
 - CEOs/EDs?
 - Staff?



Final Consideration



- 1. Make Decisions Based on Impact on Philanthropy.**
- 2. Make Your Gift First!**
- 3. Resolve to: Invite Two Potential Donors to do Something with You & Your Organization.**

Bringing It All Together



“It is the big choices we make that set our direction. It is the smallest choices we make that get us to the destination.”

Enjoy the Journey!

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Questions?

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Thank You!