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FUND RAISING

Three Axioms About Fraternity Fund Raising

Most chapters, at one time or another, have asked for donations from their alumni, but become discouraged when their efforts result in a minimal return. If a chapter expects any success in a fund raising campaign, the following three guidelines must be followed:

1. The undergraduate chapter should not solicit donations from alumni!

The chapter's alumni organization should coordinate any campaign and alumni representatives should ask for the donations. There are several reasons why complete alumni involvement is necessary when soliciting donations. First, alumni will only give money to a name they recognize, respect, and in which they have confidence. Unfortunately, many alumni do not want their money going to undergraduates for fear that the chapter will squander contributions. Second, alumni can provide greater continuity and experience in running an annual campaign. Third, an alumni organization can bring greater financial and investment knowledge in handling funds. Alumni must be informed that their contribution will be placed into an account controlled by the alumni organization. The alumni board of directors and officers will make the ultimate decisions regarding the proper management and allocation of funds.

2. All contributions must go to a specific use!

Alumni will not contribute unless they know exactly where their donations are going. A chapter house roof fund will get a far greater response as opposed to an open request for donations. With your alumni organization, you can suggest possible uses for the money. Some ideas include:

- Chapter scholarship fund
- A fund to help send members to annual Conventions and Leadership Institutes
- Capital fund raising campaign for chapter house acquisition, improvement, or expansion
- An account to help pay for the publication of an alumni newsletter
- An account for specific chapter house repairs
- Donation to the Psi Upsilon Foundation

3. A strong chapter/alumni program must be present!

The relationship between undergraduates and alumni is a two-way street; alumni are not going to give to any campaign unless they see that the chapter is worth their investment. Therefore, before beginning a fund raising drive with your alumni organization, the chapter should be publishing timely, well-presented newsletters, holding regular and enjoyable events, and demonstrating a general appreciation and courtesy for all alumni.

Why People Give

Individuals account for more than 80 percent of all philanthropic contributions. The general motivations to give are worth considering before planning a fund raising program.

1. **People give because they are asked**. Most of your Fraternity brothers do not wake up in the morning with the thought of writing a check to help the chapter. The individual who makes a gift without being asked is rare indeed. Your efforts will be hurt more by those who would have said "yes," but were not asked, than by those who say "no."
2. **Individuals give emotionally, not cerebrally**. Most people do not give to "needs." It has been said that General Motors never sold a car because of its need to make a profit. Individuals give to dreams and vision. They give to solve problems or create opportunities - not to balance the budget.
3. **Individuals most often give to perpetuate their own values**. The lessons learned by your brothers, as a result of their undergraduate Psi Upsilon experience, are most likely the same lessons your brothers believe must be reserved. Do not overlook the relevance of the principle objects of Psi Upsilon (as described in our Constitution) to our adult lives: "...the promotion of the highest moral, intellectual, and social excellence and educational standards..." While some brothers may no longer be able to list them, if they believe the objects were evident in their undergraduate experience, they most likely want to see them preserved for future generations.
4. **Giving makes people feel good**. When a brother writes a check to his favorite cause, he usually feels good about doing so. There is real joy in knowing that he has helped sustain and improve a cause in which he has a great interest.
5. **Giving is learned, and usually repeated**. Giving is not necessarily instinctive. Fund raising must be organized to create the opportunity for someone to give. And more often than not, individuals tend not to waiver a great deal in their choice of organizations to support throughout their lifetimes.
6. **People give to people**. People must be asked to give. In organizing a fund raising program, one must also consider who is asking. Undergraduates will not be successful in asking for money - they will probably lack familiarity and credibility. Alumni will want

to be certain that their gift will be used prudently - most often a consideration which is best addressed by ensuring that your fund raising is conducted on a peer-to-peer basis.

7. **Tax considerations are of little importance in giving**. The tax deductibility of charitable gifts is of little or no importance in one's decision to give. For very large gifts (particularly gifts of appreciated property) the tax treatment of the gift must be considered. Bear in mind that gifts to the chapter or alumni organization are not tax-deductible.

Conducting an Annual Fund Raising Program

Annual fund raising programs are distinguished from capital campaigns (described in a later section) in that an annual fund raising solicits gifts from your chapter's alumni (and often parents and friends) on a yearly basis. The gifts solicited through an annual appeal generally tend to be smaller than capital campaign gifts, are usually paid immediately, and most often are used for items or activities that occur on an annual basis.

For example, an annual fund may be established for the annual replacement of chapter house furnishings or to fund scholarships for brothers with outstanding academic achievement. Annual funds may support the expenses of sending the undergraduate delegates to the annual Leadership Institute and Convention, or recruitment, or alumni relation’s expenses. A review of the alumni organization's budget may reveal dozens of items for which annual fund gifts may be solicited.

Conducting an annual appeal is similar to conducting a capital campaign in that the same tenets, which will spell success for the capital campaign, also determine the success of an annual fund raising program, albeit on a smaller scale.

Creating the Environment

Any fund raising program is most successful when there has been ongoing communication between the undergraduate chapter and the alumni. This cannot be overemphasized. Indeed, as you will read in the section on conducting a capital campaign, a consistent and thoughtful program for alumni relations is absolutely essential to the success of a capital fund raising program. Your annual appeal will be greatly enhanced, too, with a solid alumni relations program in place.

An active alumni corporation, with the board of directors serving as the housing corporation, must be in place. If the only involvement your alumni have with the chapter is a local alumnus who occasionally visits the chapter, or who oversees the collection of rent, then your annual appeal will lack credibility. Your alumni must be sure the gifts you are asking for are needed and will be put to good use.

An annual appeal, however, can help build the environment necessary for future capital campaigns and can actually improve alumni relations. Because an annual appeal is ongoing, it not only raises money for your chapter, but can also:

1 Help inform your alumni about the achievements and aspirations of both the undergraduate and alumni corporations;
2. Instill the habit of giving among your alumni;
3. Identify large gift prospects for future capital campaigns, evidenced by prior gifts to the annual appeal; and
4. Broaden the base of alumni who have demonstrated interest in the well-being of your chapter by encouraging all alumni to support the annual appeal.

Getting Started

Bearing in mind the motivations that may influence the decision to make a charitable gift, you must first determine why you need to raise money. The housing corporation and undergraduate officers should identify four or five projects for which contributions will be sought. These should be specific items or programs such as those mentioned previously.

The alumni organization should then choose a project that alumni will have an interest in supporting. (For example, it is doubtful that many alumni would be interested in subsidizing the chapter's social budget.) The corporation or alumni corporation should also budget for full funding of the project even if contributions fall short of the goal. The alumni corporation should also be prepared to make use of any funds in excess of cost for completion of the project.

The corporation (alumni corporation officers) should then appoint a fund raising chair who will be responsible for the following:

- Developing a case for support;
- Organizing a program of solicitation;

- Recording and acknowledging gifts received; and
- Developing a means appropriately recognizing donors to the annual appeal program.

With proper delegation, one organized and dedicated volunteer can handle the responsibilities listed above. A committee that divides the responsibilities could also be used depending upon the size of your alumni population and the desired degree of sophistication.

Developing A Case for Support

It is necessary to develop a short, concise rationale for soliciting funds. The "case" should address the following:

- Why does the chapter need the money?
- How will the monies raised be used?
- How will the monies raised improve the chapter

The case for support will be the basis for the development of a letter, a phone script, or a face-to-face solicitation, depending upon the means of solicitation you wish to employ in your annual appeal.

Organizing a Program of Solicitation

Regardless of the means of solicitation you choose to employ, it is imperative that you have an accurate list of those whom you wish to solicit. In addition to the alumni of your chapter, you might also solicit parents of current undergraduate brothers, vendors with whom the chapter has a long-established relationship, or other friends of the chapter.

Obtaining and maintaining an accurate list of alumni is essential to your success. Unless your organization is extremely well organized and has been maintaining an up-to-date alumni directory, the International Office can provide you with alumni lists sorted in just about any way imaginable. You might also wish to consult the university or college's alumni or development office for a list. Once you have obtained a workable, accurate listing of those whom you wish to solicit, then you should develop your solicitation plan.

Forms of Solicitation

There are three means by which you may solicit money. Each form of solicitation has advantages and disadvantages. You should choose the means for which you are best prepared, realizing that the manpower and cash outlays for each vary considerably. All three are briefly described here. The mechanics of each program follow:

1. **Mailings** - This is the most common and simplest way to reach your prospects. It also produces the lowest return. Unless your chapter has had a long-standing annual appeal program, don't be discouraged if your response to an initial mailing is as low as 5 percent or less. Repeated mailing is necessary to improve response.
2. **Phone-a-thons** - Many alumni associations and housing corporations have had great success by conducting phone-a-thons. If you have sufficient numbers of alumni in one geographic location, have access to a telephone bank, and maintain telephone numbers for alumni, then this is a program worthy of consideration. A phone-a-thon can generally produce a gift from 25 percent or more of the persons whom you reach. It requires mail follow-up since you will receive pledges for the gifts that you solicit.
3. **Personal Solicitation** - the most effective means of raising money is to meet everyone personally. This is obviously impossible, especially if your alumni are scattered throughout North America. However, it is important that prior to starting your annual appeal campaign, you have the personal commitments of the board members of the alumni association.

Producing a Mailing

A well-written, easy-to-read letter provides a convenient means of making a gift, and can be an effective means of conducting an annual appeal solicitation.

Your letter should be an embellishment of the "Case for Support." There are no magical formulas to producing a successful mail appeal, but these general guidelines should help:

1. **Be concise and get to the point.** Explain why you are writing right up front. Be conscious of the difference between writing to raise money and writing to improve the XY chapter of Psi Upsilon. For example, you may write to solicit funds for a chapter personal computer, making the chapter more competitive in rush and to encourage computer literacy, versus writing to raise money to purchase a computer, period.
2. **Use basic language.** The letter should be easy to read and understand.
3. **Try to involve the reader.** If possible try to appeal to the reader's relationship to the chapter. It is better to use "you" than "we."
4. **Underlining helps draw attention.** Occasionally, consider underlining two or three key points in the letter. Research shows that underlining improves readership.
5. **Try to keep your message to one typewritten page.** Although a well-written, two- or three-page letter can produce a good response, they are difficult to write. If you must carry over to a second page, be sure to split a paragraph and a sentence between pages - it forces one to turn to the next page.
6. **Use large type.** A standard 10 character per inch printwheel is preferable to 12 characters per inch. Remember that some of your most generous alumni might be older persons who may be able to better read the larger typeface.
7. **Remember that people give to people.** Make certain that whoever sings the letter is a widely recognized, credible peer. Your housing corporation or alumni president, even if not widely known, is generally credible. If you are writing to parents, get a parent to co-sign the letter.
8. **Always provide a response envelope.** Make it easy for someone to send you a check. If the recipient of your mail appeal has to search through the body of the letter to find an address and then address an envelope to you, the letter will more easily be laid aside and destined to end up in that "someday I'll get to that" pile. If you have a post office box through which you can receive business reply mail - even better. However, make sure any business reply mail envelopes meet the standards of the postal authorities in your country. And don't even think of using your company's business reply mail privileges for Fraternity use. Postal authorities are becoming increasingly scrupulous.
9. **Always provide a response card.** The response card is a separate enclosure that asks the donor to indicate the amount of his gift. The card should always list some suggested giving levels, e.g., $25, $50, $100, $500, and $1,000. You may be surprised that someone will actually send $500 or $1,000 - but chances are they won't, unless you make the

subtle suggestion on the response card. The response card can also be used to gather news for your alumni newsletter.

10. **Consider segmenting your mailing list.** If you have accurate records of previous donors, send them a different letter. You can thank them for their previous gift(s) and ask them for their continuing support. You might also consider grouping your alumni into segments based upon three or four year clusters and finding an alumnus who would be familiar to those alumni who graduate during that period. If you're well organized, you can even develop a "class agent" program whereby each graduating class has one member who agrees to solicit by mail or by phone all members of his class.
11. **Consider an additional enclosure.** If you have an upcoming alumni event, use your fundraising mailing to promote it. This should be in addition to your alumni newsletter. You don't want to give the impression that the annual alumni banquet will be a fund raising event. However, if the alumni banquet has been previously announced in your alumni newsletter, use the mailing enclosure as a second reminder. You might also consider enclosing a list of last year's contributors, or in the case of follow-up mailings during the same appeal year, those who have contributed to date.
12. **Mail more than once.** Many colleges and universities have found that it pays to mail four to eight times each year. Typically, those who respond during an annual appeal year are removed from subsequent mailings for the campaign. Remember that most people are, by nature, procrastinators. It pays to mail more than once during your annual appeal.
13. **Use a mailing service.** If your alumni list is more than 250 people, you should consider using a mailing service. In the U.S., 250 pieces of mail are required for non-profit bulk mailing rates. A mailing service will sort, bag, and mail your letter for considerably less than the first class rate. Bulk mail takes longer to process and arrive at its destination, but it will not necessarily diminish response.
14. **Consult with your postal service.** If your mailing list is not up-to-date, ask your postal service about how your mailing must be prepared to ensure that your mail is forwarded and that you receive address corrections. For a fee, the postal service will forward your mail and provide you with new addresses - providing your mailing is prepared according to guidelines.

Conducting a Phone-a-thon

If your chapter has a large number of alumni, many of whom live or work in the same city, you might consider conducting a phone-a-thon. A phone-a-thon helps overcome the human tendency toward procrastination by obtaining an immediate pledge of support. The best-intentioned alumnus can easily misplace a mailing. A phone-a-thon combines personal solicitation and direct mail by allowing you to talk with a potential donor, and confirming his support in writing. phone-a-thon can also be a lot of fun. Some tips for conducting a successful phone-a-thon follow.

1. **Spend time and money to obtain phone numbers in advance.** If you do not already have up-to-date residential phone numbers for your alumni, consider using a telephone look-up service. These firms can work from a flat list or computer tape and will provide you with listed telephone numbers throughout the United States and Canada. Because they negotiate bulk directory assistance rates, their charges are generally less than if you consulted directory assistance yourself. Most offer rapid turnaround - five to seven working days. Consult the International Office or your college/university development office for the names of such firms.
2. **Send a pre-call letter or postcard.** This will alert your alumni that they will be called, and will make the actual phone solicitation much more effective. It also establishes credibility for the phone appeal.
3. **Develop a prospect calling form.** Each prospect to be called should have a separate form. An index card with a mailing label and the residential phone number can work. You need not spend the time, or incur the expense of having calling forms printed and prepared. By having each prospect on a separate card, the phone solicitors can sort through the index cards and call specific prospects.
4. **Develop a pledge confirmation card.** The result of each call - a pledge, a refusal, or a "maybe" - should be recorded on the calling form. Each prospect called who makes a pledge of a specific amount, or who indicates a willingness to consider making a pledge, should receive a confirmation card. The card should include the prospect's name and address, the amount of money pledged, the signature of the person who made the call, and the date of the call. It is very helpful if the card has a carbon backup so that you have a record of the pledges made.
5. **Determine the number of callers you will need.** Generally, you can count on someone completing six to eight calls per hour, provided you have accurate numbers and each phone call is not allowed to develop into a reunion-by-telephone. You should also count on 10 percent of your phone numbers (no matter how recently obtained) being invalid and you should also figure that 25 percent of all remaining prospects would be unreachable.
6. **Find an appropriate location for the phone-a-thon**. It is preferable that all callers be in the same room. A stock brokerage facility, a law firm's conference room, or even your school's phone-a-thon rooms make suitable facilities. Productivity is enhanced if the callers are in the same room, rather than in isolated offices that tend to promote needlessly lengthy conversation.
7. **Enlist the callers.** Use local alumni. Again, peer-to-peer solicitation is preferable. However, you might use undergraduate officers to call some of the more recent alumni. If you need several callers or will need to call for more than one evening, consider a phone-a-thon to enlist callers. Three or four alumni might each agree to contact three or four others to fill a bank of eight phones for two nights each.
8. **Plan on no-shows.** If you must fill eight phones, enlist ten callers. Invariably, people have conflicts and must cancel. If all ten do show up, take turns on the phones or use a volunteer to prepare the mailing of the confirmation card or to keep a running total as you call throughout the evening.

9. **If you have three or four people calling at a time, the phone-a-thon chairman should avoid calling.** Questions will arise that need to be answered while callers are on the phone. Someone should be free to address them. For example, you might want to take a current list of alumni along in case a caller is talking to a prospect who asks for the address for his long-lost roommate. Other callers might talk to someone who wants to know what they gave last year. If you have records of past contributions, they should be available.
10. **Develop a script.** The script should be a guideline for conversation, not actual dialogue. The script should include an introduction in which the caller makes an introduction, states his class year, and indicates that he is calling with other chapter alumni from XYZ location. Then the script should indicate why funds are being sought and how they will be used. Finally, the script should be constructed so that the caller asks for a specific amount of money. If the prospect objects to that amount of money, then the caller should suggest a lesser amount, or even suggest that they pay their pledge in two installments during the annual fund year.
11. **Be prepared for objections.** Not everyone you speak with will make a pledge immediately. Some may need convincing that their support is needed to make a difference. For example, if your chapter has had problems in the past, don't deny them. Legitimize the prospect's objections by saying that you can appreciate what he is saying. Then deflect, by indicating that you hope he will make a contribution to help encourage the current chapter leadership to achieve a higher standard of accomplishment.
12. **Be prepared for rejection.** Not everyone you reach will be in the frame of mind to give money or even receive a phone call. If you call during dinner, ask to call back later. Also remember you might be calling during a family crisis. The reasons people choose not to give are countless, and may often have little to do with the Fraternity. You simply may catch people at a bad time. Don't take rejection personally. Simply thank the prospect for his time and move on to the next call.
13. **When completing the call, be sure to confirm the address.** This is particularly important for pledges. You want to make sure the pledge confirmation is sent to the correct address. Also verify the addresses of prospects who reject, if it seems appropriate. Phone-a-thons are a great way to clean up mailing lists.
14. **Call on a weeknight.** Monday through Thursday evenings, from 6:30 to 9:30 p.m. are the best times to find people at home. Sunday evenings can also be productive calling periods.
15. **Make a phone-a-thon fun.** Your callers will be more effective when they are having fun. Start off the evening with a light dinner and refreshments. During dinner, the chair might give a review of the annual fund's goals and a few tips for making a successful fundraising call. The script should also be reviewed. If your undergraduate chapter is nearby, you might want to have the chapter president or a few of the officers there to meet the alumni. Keep a tote board going throughout the evening showing total pledges and total dollars raised. Try to establish a goal for the evening prior to calling. Callers will work harder to achieve a goal
16. **Consider a pledge follow-up system.** You can increase the dollars raised if you establish a means of sending pledge reminders to those who fail to pay a pledge in a given period

of time. (i.e, 60-90 days). You might also consider allowing donors to make two or three installments toward a pledge. This works best if you can develop a reminder system to alert the donor that a payment is due, indicating the original amount pledged, the amount paid, and balance due.

Phone-a-thon can really move your annual appeal forward. Because phone-a-thons afford a much higher response rate than a mailing, they are well worth the time and effort.

Conducting Personal Solicitations

Aside from personally obtaining the commitments of those who are involved in approving and organizing your annual fundraising program, there might be some alumni for whom a personal solicitation call is warranted. These might include previous large gift donors, exceedingly loyal alumni, or alumni who have the capacity to make a major, annual commitment to your program. The section on conducting a capital campaign speaks to the importance of personal solicitation for major prospects.

Personal solicitation simply involves verbalizing the case for support and asking a prospect for a specific gift amount. all of the tips for fundraising success previously mentioned apply. For example: develop a script, be prepared for objections, and send a letter of confirmation following your meeting with the prospect.

Recording and Acknowledging Gifts

Volunteer fundraising programs often overlook the importance of promptly recording and acknowledging the contributions received. You should develop a permanent means of recording all gifts received. This will be critical information in determining a chapter's potential for launching a major capital campaign. It is hard to tell how much you can raise in the future if you don't know how much you raised in the past, or from whom your previous gifts were received.

The prompt acknowledgement of gifts is the first step in soliciting the next gift from that donor. Not saying thank you virtually guarantees the failure of your next fundraising appeal. If you must hire a secretarial service to ensure that gifts are properly recorded and acknowledged, it will be money well spent. Even a pre-printed postcard acknowledging receipt of the gift is better than nothing at all. Not acknowledging a gift is just plain rude.

Recognizing Donors

A formal program of recognition for your annual appeal donors can encourage others to contribute, while sustaining the contributions from current donors. An annual list of current donors in your alumni newsletter, or modest plaques in the chapter house can create interest in and support for your fundraising programs.

You should be cautious in suggesting gift amounts in all forms of solicitation, be it mailings, phone-a-thon, or personal solicitation. It is far better to err on the side of asking for too much than too little. Unfortunately, some chapter fundraising materials ask for gifts of $5 or $10. Unless your constituency is exceedingly young or desperately poor, such amounts are almost insulting. You should never ask for less than $25which amounts to fifty cents a week. Hopefully, your chapter is worth that much and far more. Remember that people will only give if they are asked. And if you ask too much, they're likely to be flattered that you think they're doing that well financially!

Establishing A Goal

Determining an annual fund goal will be difficult if you have a large base of prospects with no history of previous giving. You must account for the quality and consistency of alumni communication and the condition of the undergraduate chapter. You must also consider the form of solicitation you undertake. It is better to set a conservative goals and exceed it, than set an overly ambitious goals and fail. If your chapter is blessed with an existing annual appeal program, you will be able to make achievable projections, determining a percent of participation and average gift figure.

A note of caution: Just as the following section relates the reality of fundraising in terms of how capital campaign goals are achieved, the same is true in annual appeals. You will not achieve a goal of $5,000 by having all 500 alumni make a gift of $10. you will more likely have one gift at $1,000, two at $500, four at $250, and dozens of smaller gifts.

Far more than simply raising money, a successful annual appeal program will build a sense of pride among your alumni, will encourage the undergraduate chapter leadership, and will be the foundation for a future capital campaign. For those who are fortunate enough to conduct your chapter's annual appeal program, a great sense of satisfaction and joy awaits.

Conducting a Capital Campaign

What is a capital campaign and how can an alumni corporation use it to help secure a sound future for the undergraduate chapter? Traditionally defined, a capital campaign is an organized, intensive fundraising effort on the part of an organization to secure large gifts, usually for particular capital or endowment purposes, over a specific period of time.

More specifically, campaigns may be used by alumni corporations to raise funds for projects such as chapter renovation, acquisition of new property, creating endowment reserves for chapter house maintenance, or providing funds for other concerns related to the needs for the undergraduate chapter house.

For many years, colleges and universities have successfully used campaigns to raise large sums of money for new or renovated construction projects and for academic endowment needs. The same principle used by colleges to raise millions of dollars can be applied or adapted on a smaller scale for fraternities to raise thousands of dollars for vital needs.

A word of caution is in order before launching into the methods of a capital campaign. **It is foolhardy for any organization to attempt to establish large goals for capital support if a solid alumni relations and annual giving program is not first in place.** This point cannot be given enough emphasis.

Fundraising is sequential. It builds on earlier successes. Campaigns will be successful when:

- Alumni are already genuinely involved with the undergraduate chapter in an advisory capacity
- The undergraduate chapter program is strong in all its aspects including alumni corporation relations, rush, membership development, financial management, etc.
- Real and important projects are identified as fundraising goals
- Some pattern of support on an annual basis is already evident.

Identifying Fundamentals For Success

There are many variables that will determine the success of a capital campaign. Some are undoubtedly more important than others. Among the most important questions to ask are these:

1. Does the Fraternity have a favorable image or good reputation? A chapter struggling simply to exist will have difficulty just raising annual funds, much less, large amounts for capital purposes.
2. Does the Fraternity have a convincing need for the monies sought? Alumni will be more willing to fund replacement of the chapter house roof or furnace than they are to bail the chapter out of debt because the house is not at full capacity or the undergraduates are poor financial managers.
3. Are funds available from your constituency (alumni, parents, of undergraduates, neighbors, university sources) to meet the goal? Older, more established chapters with wealthier alumni will fare better than young chapters with a younger, smaller alumni body.
4. Can able volunteer alumni leadership be found to give time and talent to the cause? Every campaign needs a certain number of willing volunteers to provide hands-on management. A chapter with strong alumni involvement will have an advantage.

There are other less profound factors that will determine success, but do bear mention. Among them are:

- The size of your constituency--obviously chapters with larger alumni bodies have a better base from which to draw
- Previous fundraising success--realism is necessary in determining goals. For example, it is easier to raise $1,000,000 over five years if the alumni corporation has had similarly successful programs in the past
- Concentration of alumni--chapters that have a high concentration of alumni nearby will find it easier to organize a campaign and chapters in urban areas oftentimes have a wealthier constituency.

Campaign organizers frequently use questionnaires to survey alumni opinions on these important issues. While a full-blown survey may not be necessary for fraternity campaigns, volunteer fraternity leaders should assess, through visits among themselves and others, the answers to those questions.

Organizing Volunteer Leadership

Obviously, campaigns just don't happen. Volunteers make them happen and are key to their success. Realize from the start that whoever is now involved with the chapter has many other responsibilities and volunteer activities. It has often been said that a campaign, regardless of size, can be run successfully by only five or six excellent volunteers. Choosing and involving those key people is critical. And, you typically need 30-50 volunteer prospects to find those top five or six people.

While it might be ideal to find alumni interested in your chapter who also have some knowledge of fundraising, that may be difficult or impossible to do. Finding volunteers with a sense of commitment, and experience in organizing and recruiting others to causes, is equally important if they can make use of the principles described here or have occasional access to someone with basic knowledge of campaigns. As is true in many cases, don't forget to utilize the expertise and resources at your campus development office to get the program started in the proper direction.

Choosing and recruiting the volunteer chair is the most important decision in all aspects of campaign volunteer leadership. Responsibilities of the chair are to:

- enlist other leadership to form a campaign steering committee
- solicit a certain number of other important prospects, including the individuals who make up the steering committee
- make a personal leadership gift to the campaign
- convene and chair meetings
- possess good knowledge about the campaign projects and the methods of fundraising.

The alumni president (and other board members) should be centrally involved with the campaign if he isn't chosen chair of the drive. Sometimes, a vigorous, retired alumnus is an ideal candidate to chair the campaign. The alumni board should review the list of past board members, past undergraduate chapter presidents, and current chapter donors to determine suitable candidates for leadership positions and steering committee membership.

Members to the steering committee should also be selected based on their ability to make a gift and ask others to do the same. It is appropriate that the steering committee and chair determine the campaign projects and dollar goal as well as establish a dollar goal for the committee itself. Again, good fundraising is sequential. Leadership sets the example first by giving generously, thereby inspiring others to do the same. In addition to establishing the campaign goals, providing leadership, making early gifts, and soliciting others, the steering committee should allot time to evaluating and selecting candidates to solicit for gifts. Colleges and universities use sophisticated "rating sessions" to determine how much a person could give, if properly asked. While this level of sophistication may be difficult to implement in a fraternity drive, it is important that specific targets be set for your best prospects. It may not be possible to employ such a system in a fraternity drive. As will be seen in discussion gift tables, it is important to establish a particular target or "ask amount" based on group consensus for every prospect and to ask that prospect for a gift at that level.

Writing the Case for Support

It is helpful for any group attempting to raise money to have a written statement that describes the projects to be funded and why they are critical to the life of the organization. These

statements may range from simple two page summaries used by small organizations to elaborate, lengthy, glossy booklets published by larger complex organizations.
Regardless of its format, a statement for support should

- set forth the mission of the Fraternity
- list the campaign leadership
- justify and explain the importance of the campaign goals;
- document the successful track record and history of the chapter
- invite the reader to invest in the future of the Fraternity
- list the opportunities for giving and recognition
- stress how the chapter will benefit from the campaign
- be used in training volunteers and soliciting gifts.

While this document need not be fancy or complicated, it does need to be written. If examples of other such statements can be found or provided, an undergraduate member with good writing skills can help formulate this statement. Or perhaps a graduate student on campus looking for a special project in organizational management or nonprofit leadership can be found to help do this.

Using A Gifts Table

A capital campaign is different from annual giving in many ways. One of those fundamental differences is the size of gifts required in a campaign. Because a capital campaign seeks gifts for capital purposes, it requires large gifts that are often spread out over a three to five year payment period.

A fundamental planning and goal-setting tool in any campaign is a major gifts table or chart that specifies the number and size of gifts needed to successfully meet a campaign goal. Gift tables, while unique to every organization and every campaign, follow certain mathematical assumptions as well as giving patterns seen in many campaigns over long periods of time.

Normally, 80 percent or more of the gifts to a campaign come from 20 percent or fewer of the donors. Sometimes the ratio is even higher with 90 percent coming from 10 percent of donors. Another standard in fundraising that parallels this 80-20 rule is the "rule of thirds" which states that the top ten gifts by size represent 33 percent of the goal, the next 100 gifts represent the next 33 percent, and all remaining gifts account for the last 33 percent.

Following are exemplary gifts tables for campaigns of $50,000, $100,000, and $500,000.

Gifts Table -$50,000 Goal

	Gift Range	Number of Gifts Needed	Number of Prospects Needed	Total
	$5,000	1	4	$5,000
Major Gifts	$2,500	3	12	$7,500
	$1,000	7	21	$7,000
	$500	15	45	$7,500
Special Gifts	$250	30	60	$7,500
	$100	75	150	$7,500
	<$100	many		$8,000
				$50,000

Gifts Table -$100,000 Goal

	Gift Range	Number of Gifts Needed	Number of Prospects Needed	Total
	$10,000	1	4	$10,000
Major Gifts	$5,000	3	12	$15,00
	$2,500	6	18	$15,000
	$1,000	10	30	$10,000
Special Gifts	$500	25	75	$12,500
	$250	60	125	$15,000
	$100	100	200	$10,000
	<$100	many		$12,500
				$100,000

Gifts Table -$500,000 Goal

	Gift Range	Number of Gifts Needed	Number of Prospects Needed	Total
	$50,000	1	4	$50,000
Major Gifts	$25,000	2	8	$50,000
	$15,000	4	16	$60,000
	$10,000	8	30	$80,000
Special Gifts	$5,000	15	45	$75,000
	$2,500	30	75	$75,000
	$1,000	60	125	$60,000
	<$100	many		$50,000
				$500,000

A gift table is serious business and a necessary tool. It illustrates that without certain gifts at certain levels, the campaign is not likely to succeed. When establishing goals, it is important to target the number of gifts needed in context to the number of prospects needed for each gift. As the tables illustrate, usually four prospects are required for each gift needed at the upper end of the table.

One of the most common false assumptions regarding gift ranges and distribution patterns is the idea that a campaign can succeed if everyone in the prospect pool gives the same amount. This theory suggests that for a $100,000 campaign, if 100 people each give $1,000, the goals would be reached. It never happens. People need to be asked to give in proportion to their wealth and wealth is not distributed equally. Furthermore, many who are asked do not give to their maximum potential and others don't give at all.

Asking for the Gift

Prospects need to be identified and qualified prior to solicitation. A fraternity should cast a wide net in considering prospects for a campaign. Alumni parents of current undergraduates, neighbors, members of the campus community, and fraternity members who are major donors to the college are but a few examples. Once these groups have been identified, it is important to gauge what their individual giving capacities can be over a period of three to five years. It is also helpful to prioritize prospects by level of interest in the fraternity and in the projects of the campaign.

In soliciting gifts, start with the best, most highly qualified prospects first. Pacesetting gifts will be exemplary to others. While letters and phone calls are typically used in annual campaigns designed reach many people, major prospects in a capital campaign should be individually assigned to volunteers and seen personally, face-to-face. Just as undergraduates would not recruit many new members during rush with letters or over the phone, the same can be said of capital campaign fundraising.

Once the steering committee is established, each member on the committee should select three to five prospects he is willing to see for a gift. Steering committee members should make their own gifts (be solicited by the chairman or a core group of leaders) prior to asking others to give. A team of two solicitors approaching one prospect works well. The volunteers should share with the prospect the gifts table, the statement for support, and names of others who have made gifts prior to asking the prospect for a specific amount.

It is important to have a target amount in mind for the prospects. Few people respond generously to the line "give what you can." It is not unusual to ask someone for a gift two to four times the amount you are seeking and oftentimes two or three visits may be necessary prior to closing a gift.

In summary, securing large gifts is the process of the right volunteer, asking the right prospect, for the right amount, for the right project, at the right time.

Concluding the Campaign

Follow-through and perseverance oftentimes separate the successful campaign from the one that falls short of its goal. Periodic meetings of campaign leadership are essential for charting the progress of the campaign and closing major gifts. Careful records should be kept concerning who has made gifts and for how much, as well as who refused.

Once a gift is closed, the alumni chairman as well as the undergraduate chapter president should thank the donor immediately via letter. Undergraduates can help keep campaign records and formulate ways to recognize campaign donors. Undergraduates as well as alumni should be responsible for investing gifts properly and ensuring gifts are spent in concert with their intended purpose.

Conclusion

This brief statement on conducting a capital campaign is merely an appetizer. Hopefully, it lays out the basic parameters of a campaign and items that need attention. There are numerous sources of written materials a layperson conducting a campaign may consult. One of the best-written books about the principles of "campaigning" is *Conducting a Successful Capital Campaign* by Kent E. Dove and published by Jossey-Bass Inc., 350 Sansome Street, San Francisco, CA 94104. The book is book provides a brief, yet thorough, overview of conducting a capital campaign.