The National Archives

Fundraising for Archives

Capital campaigns
Capital campaigns

Fundraising for Archives
INTRODUCTION
Context

• The need for fundraising training was identified in the ‘Funding the Archive Sector’ report (2012)
  o reduced public sector funding
  o increased expectations of securing external funding in archive services.
Fundraising for Archives

- Providing fundraising skills development and training for the archives sector
- Funded by HLF’s Catalyst programme
- We aim to reach 188 archive services across the UK
- Working in partnership with
  - The Scottish Council on Archives (SCA)
  - Public Records Office for Northern Ireland (PRONI)
  - Museums Archives and Libraries Division Wales (MALD)
  - Archives and Records Association (ARA)
- Running from January 2016 to December 2017
Fundraising for Archives

• Offering tailored learning support which can be applied in real fundraising situations

• Aim is to increase archivists and archive services’ capacity, skills and confidence in fundraising.

• Opportunity for the sector to develop expertise, in order to secure future investment and contribute to the future sustainability of archive services.
REVIEW OF PRE-COURSE WORK
Aim of Today

You will understand what a capital campaign is, what planning and resources are required to run a successful campaign, and will have increased confidence and skills to develop a campaign at a level appropriate for your service.
Agenda

• What is a Capital Campaign?
• Campaign readiness
  o vision, case for support, strategy and feasibility testing
    BREAK
  o people and resources
    LUNCH
• The Campaign fundraising plan
  BREAK
• Running a Campaign
• What next? Campaign legacy
WHAT IS A CAPITAL CAMPAIGN?
Is it this?
Or this?
Or perhaps?
Or even?
What is a Capital Campaign?

The technical definition:

‘a coordinated institutional effort, with a specific goal and timetable, to increase an organisation’s permanent assets – a building, a significant expansion of programme, endowment, or a combination of these – that will lift the organisation to a higher level of performance’

‘The distinctive characteristic of a capital campaign is the creation of significant new, permanent assets’

And the people bit you also need to understand…

- Transforming **how you work** – internal buy-in and change (before and after)

- Transforming **how people engage** with / access / participate in what you have

- Transforming **how you think** – your outcomes and vision – funders don’t give money for buildings
Campaign characteristics

• A narrowly defined need or focus of campaign – strategy, vision:
  o The ‘case for support’

• A specific financial goal and timetable – planning:
  o Fundraising plan, business plan, project management

• Institutional effort – leadership and resources
  o campaign team, Trustees, staff, volunteers
  o Resources and capacity
  o Culture

• Creating permanent assets – major gift prospects and recognition
CAMPAIGN READINESS
CAMPAIGN READINESS #1
VISION, CASE FOR SUPPORT, STRATEGY AND PLANS
The Case for Support...a recap

**why** we **need** to do this,

**what** we’re going to **do**,

how it will **change** things,

why we’re the best people to do this,

and what it will cost...
Capital Case for Support – It’s tempting to say…

We need to do this because…
And so…

What we’re going to do is…
What you mean is...

We **need** to do this because...

People and collections are suffering...!
And…

**What** we’re going to **do** is…

**Improve collection care and preservation**

**Improve access**

**Benefit people…!**

**And this will help us do it…**

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heritage lottery fund
In summary - we have a VISION!

More people accessing and participating in better collections

For example, our vision is:

‘Involving people in the story of… [your County, heritage etc.]’
Transforming our service and how we work

Inputs
Money               Effort / Skills / Resources

Activities
constructing a building / Programme planning

Outputs
A New building / education programme

Outcomes
Access, Preservation, Outreach, Involvement
= Impact, the benefits to people and collections that take you towards fulfilling your vision

Tip: See HLF Guidance for useful questions taking you step-by-step through this
The fundraising strategy

Top level overview of the budget needed, where the money might come from and how to go about getting it, plus timetable

For example:

- HLF, major donors, Trusts and Foundations, Individuals, Businesses
- Timeframe for prospect research and approaching possible donors

But, before developing this and the detail of the fundraising plan, you’ll need to do…
Feasibility study – testing the Case for Support

• Organisational reputation - Good, Bad or Indifferent?
• How convincing / appealing is your Need?
• Value of projected campaign deliverables to the community
• Access to resources (staff, networks, capability) needed to meet goal?
• Likelihood of attracting support – ‘would you give to this?’
• Light a fire for your campaign – asking people’s opinion is the start of involving them…
Break Time
CAMPAIGN READINESS #2
PEOPLE AND RESOURCES
Where are you starting from – with people?

• Culture – how do we feel about fundraising?
  o Change management

• People – who will lead the campaign?
  o Trustees
  o CEO / Director
  o Senior team
  o Delivery team: campaign director / manager, supporting roles…
Where are you starting from – with capability?

• Capacity to manage a campaign – financial processes, project management (basic principles or PRINCE 2 for large projects)

• Information management – database

• Business plans – does your organisation / service have a three year business plan? Has one been prepared for the proposed new building/programme?
Where are you starting from – with prospects?

• Donor base – current supporters and/or stakeholders, networks

• Prospects –
  o research potential funders (DSC fundraising websites)
  o Screen your database (Prospecting for Gold and similar agencies)
  o Stakeholder and network map all your contacts to see if they have links with people who might give
  o Think – who might be interested in our collections? (e.g. Family historians, celebrity with an interest in an area covered by collections)
Are you ready for a capital campaign?

Exercise: Handout #5.01
Considering your own organisation or service, are you ready for a campaign? What would you need to do to be so?

You need to examine:

• Organisational leadership - Executive Director
• Staff
• Trustees / Senior stakeholders, who will be Campaign Chair?
• Environmental scan
• Local fundraising success
• Success and learning from peer organisation campaigns
• Current donor pool
• Organisation’s reputation
LUNCH
THE WOMEN’S LIBRARY
Case study: The Women’s Library

• The oldest and most extensive collection on women's history in Europe
• In 2002, the collection moved to a transformed old east London washhouse with £5M+ total raised including £4.2M from HLF
• Only stayed open 10 years: by 2012, London Metropolitan announced it could no longer afford to host it
• Collection now housed at the LSE
• What lessons can we learn from this?

Emily Wilding Davison’s return ticket to Epsom
THE CAMPAIGN FUNDRAISING PLAN
Basic plan

- SWOT Analysis
- Feasibility study results
- Campaign Goal - £££
- Ongoing and increased revenue need - £££ (understanding of and planning for this)
- Timeline and phases of campaign
- Case Statement / case for support
- Campaign leadership and volunteer base
- Lead Gift(s)
- Staffing and budget
- Campaign Gift Table
- Major Gift Prospects
Setting the fundraising goal ££

- **See example – Handout #5.02**

- A simple reflection of the costs associated with needs to be impacted by campaign

- Creating **accurate cost projections** are key to setting realistic funding goal levels

- And don’t forget to **calculate the likely operational costs of the new building, new and/or expanded service or programme costs and associated staff costs** – how will you close the gap between current and future revenue needs? Will the campaign start to address this?
Identifying potential donors and amounts

See example – Handout #5.03

• List potential sources of funds
  o Donor base (current supporters)
  o Prospect research (potential supporters)

• Consider propensity to support your campaign
  o Solicitation plan

• This can then inform a ‘Gift Table’ = way of starting to identify the number and size of gifts necessary to meet a fundraising goal.

• There is no ‘one size’ – what yours looks like will depend on assessment of fundraising potential for each prospective donor
Planning recognition of gifts

Donor tree, Eureka Children’s Museum

Happy Hollow Park and Zoo, San Jose
Planning recognition of gifts

Donor wall, California Academy of Sciences – what about an artefact / letter / record display?
Break Time
RUNNING A CAMPAIGN
Before anything else…

![No shouting sign](image-url)
Campaign phases

1. Planning – all of the above and ongoing…

2. The Quiet Phase

3. The Public Phase

4. Closing the campaign – maintaining the legacy
Campaign phases – the Quiet Phase

- Soliciting Donors close to Organisation
- Testing the case statement
- The size of gifts now reflects the success later
- Many campaigns reach 50-70% in this phase
- Focus = major gifts
Campaign phases – the Public Phase

- Reach the goal
- Expand outreach to wider audience
- Raise profile / PR

- Marketing tools used such as
  - Direct mail
  - Telemarketing
  - Advertising
  - Social media / dedicated website for project

- Focus = moderate to small gifts
Telling the story – Public Phase

• Use the case for support to develop some marketing material – **but top level messages only!**

• Full case for support informs funding applications

• Summary ‘snippets’ of key facts plus nice images from your collections **tell the story** in a ‘quick read’ way for the public

• **See examples – and look for more for ideas**
A note on Appeals

- Fundraising for purchases or urgent needs – e.g. collections (e.g. author papers, paintings, artefacts at risk of sale, destruction) work the same way.
- Scale down relative to need.
- Subject to timeframe (e.g. if appeal is urgent and time-limited due to prospective auction sale), then you may go to the public phase earlier – but you still need:
  - planning,
  - a strong case for support,
  - to consider who might fund you and who will lead fundraising ‘ask’
  - how you will recognise donors.
WHAT NEXT? CAMPAIGN
LEGACY
Continuing relationships, growing fundraising,

• By the end of the campaign you will have a vastly improved donor base – perhaps having started with none!

• These are warm contacts you can return to for future support – invite to future events and keep involved.

• Successful delivery of a Capital Campaign and associated funded programmes becomes a key ‘selling point’ and credibility booster for future funding applications to the same and new funders…
And finally….manage expectations

• Remember:

• Planning is key
• It will take time to develop plans and get ready
• Don’t publicise a campaign too early
• You may have several abortive attempts – its all learning! (but ideally internal learning…see above!)
• Keeping people on board is key

• You can do it!
Case study: Black Cultural Archives

- £7m capital campaign delivered UK’s first dedicated Black heritage centre.
- Opened 2014 in Brixton.
- 33 years to find and open a permanent home.
- Two failed campaign attempts.
- Lambeth council approval to use abandoned Raleigh Hall gained 2006, BUT it took another six years to fight for lottery funding and to find donors for the extra £3m that was needed.

- This story is not unusual – campaigns are challenging and take time!
THANK YOU
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Fundraising for Archives

Public Record Office of Northern Ireland

Scottish Council on Archives

Llywodraeth Cymru Welsh Government