




Building Your Base for a Capital Campaign

APGA

Thursday, June 7

Lauren Smith Hong & Kate Senner – Sarah P. Duke Gardens

Leslie Myers – Atlanta Botanical Garden



Sarah P. Duke Gardens and Atlanta Botanical Garden have engaged in successful capital campaigns to grow their gardens. Learn how to build and think creatively about a robust capital campaign from their successes and lessons learned. This presentation will cover everything from the pre-campaign to post-campaign strategies that will help any garden launch their own successful campaign. Topics include revamping membership to build your pipeline, discovering and cultivating major gift donors, and donor stewardship. Campaign timelines, campaign events, and staffing needs will also be discussed.



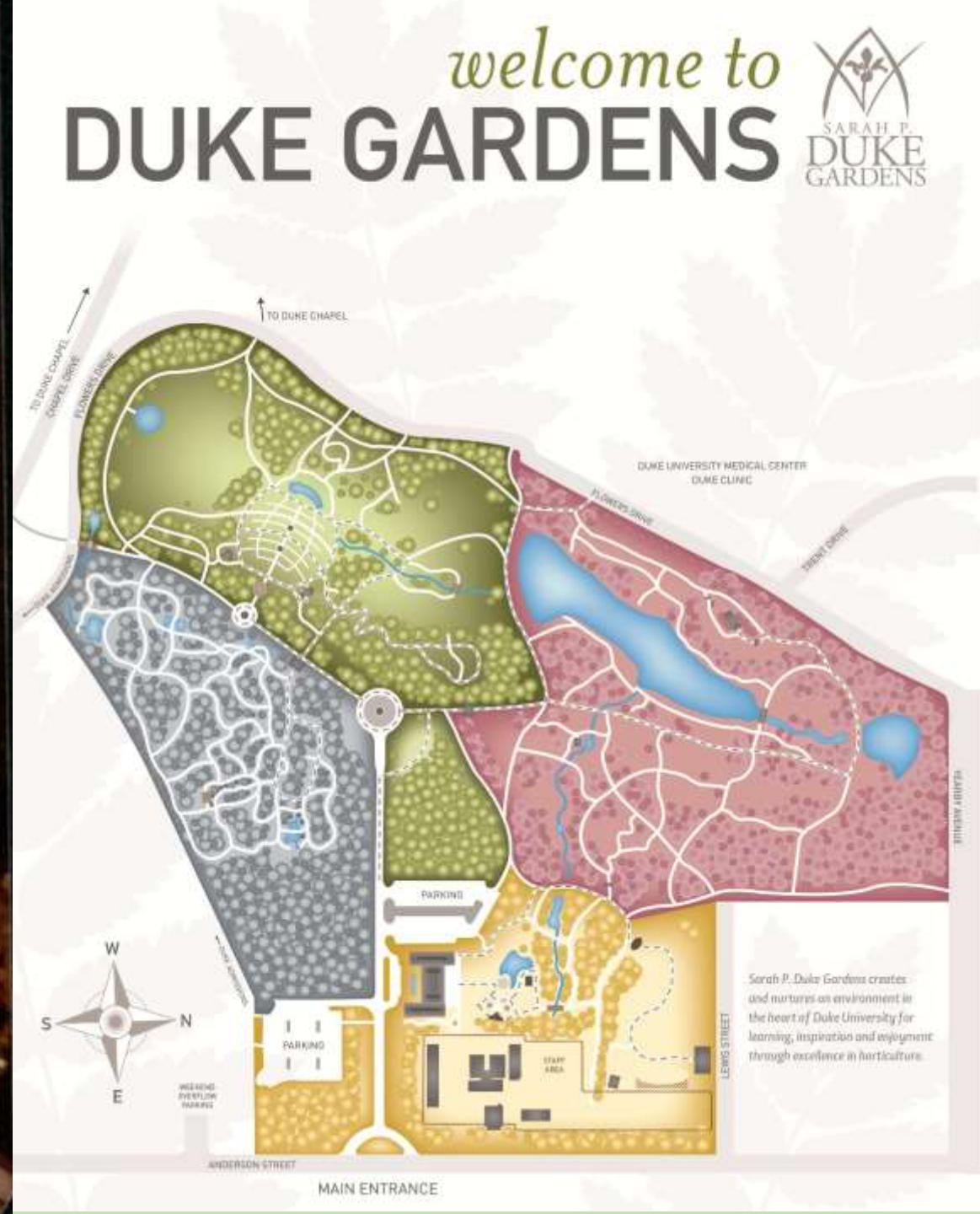


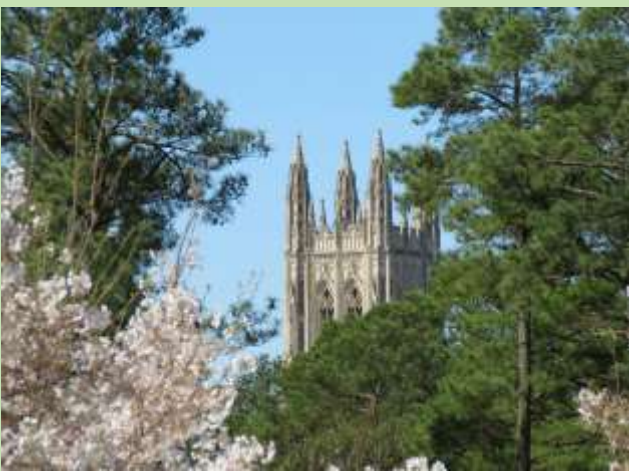
welcome to DUKE GARDENS





Duke University Archives









The Garden Gateway Campaign



Pre-Campaign Feasibility Study



How much do we need to raise?



Can our internal resources support the campaign?



What is our timeline?



Do we have the donor base?



What is our marketability?

Donor Pipeline Development

\$ 30 MILLION

| GIFT RANGE | # OF GIFTS REQUIRED | # PROPOSECTS | SUBTOTAL |
|-------------|---------------------|--------------|--------------|
| \$5,000,000 | 2 | 3 | \$10,000,000 |
| \$2,500,000 | 2 | 4 | \$5,000,000 |
| \$1,500,000 | 3 | 4 | \$4,500,000 |
| \$1,000,000 | 3 | 4 | \$3,000,000 |
| \$750,000 | 2 | 3 | \$1,500,000 |
| \$500,000 | 3 | 6 | \$1,500,000 |
| \$250,000 | 3 | 6 | \$750,000 |
| \$200,000 | 1 | 3 | \$200,000 |
| \$150,000 | 2 | 5 | \$300,000 |
| \$100,000 | 6 | 8 | \$600,000 |
| \$75,000 | 8 | 15 | \$600,000 |
| \$50,000 | 25 | 45 | \$1,250,000 |
| \$25,000 | 30 | 50 | \$750,000 |
| <\$25,000 | | | \$250,000 |

Campaign Committee Considerations



Garden Gateway
Committee Chairman
Cindy Brodhead

Campaign Timeline



Internal Resources



Annual Fund & Board



Increase supporter retention

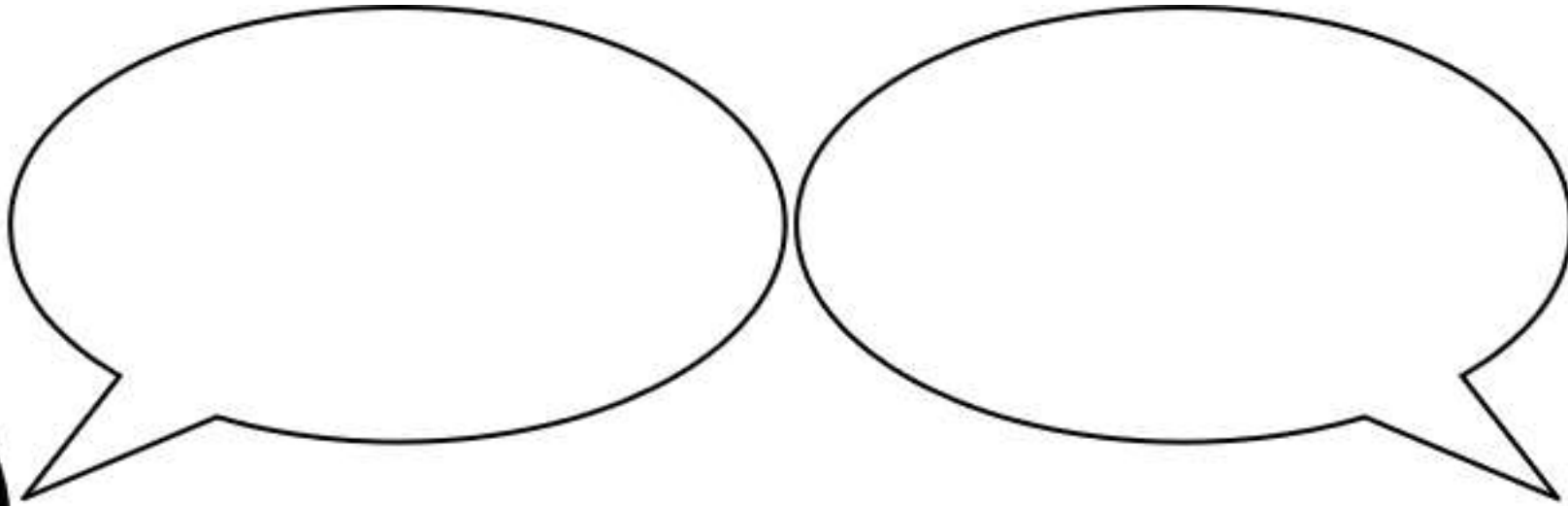


Attract underrepresented demographics



Maximize your board

Making the Case



- Develop the who, what and why of your campaign
- Tie it to your mission and vision
- Showcase your strengths
- Set a positive tone
- Know your audience

Case Statement

“Special universities require special experiences...

Duke Gardens is a front door to Duke University; a place for big moments and ‘firsts’; a sanctuary for mindfulness and wellness; a tangible link between university curriculum and practice. As a welcoming entryway to the university, it is a powerful, enchanting attraction drawing students and faculty to Duke and residents to Durham.”



Silent Phase – Marketing & Communications

GARDEN GATEWAY NAMING OPPORTUNITIES

| <i>Naming Opportunities</i> | <i>Square Footage</i> | <i>Price</i> |
|--|-----------------------|--------------|
| Pavilion (Administration / Classroom Addition) | 15,000 | \$10,000,000 |
| Pavilion (Entryway / Lobby / Cafe / Shop) | 6,000 | \$5,000,000 |
| Cherry Allee (Includes addition to Allee) | n/a | \$5,000,000 |
| Event Lawn | n/a | \$5,000,000 |
| Entry Plaza (Front of Entry Pavilion) | 4,000 | \$2,500,000 |
| Roof Terrace | 3,500 | \$2,500,000 |
| Cafe and Cafe Terrace | 3,000 | \$1,500,000 |
| Gift Shop and Outdoor Sales Area | 1,200 | \$1,000,000 |
| Entry Plaza Fountain | PLEDGED | \$750,000 |
| Administration Suite | 4,325 | \$500,000 |
| Bridal Suite | 1,400 | \$500,000 |
| Stage on Event Lawn | n/a | \$500,000 |
| New Iris Fountain | PLEDGED | \$500,000 |
| Gallery Space | 1,200 | \$250,000 |
| Conference Room | 1,800 | \$250,000 |
| Classrooms (2) | 900 | \$200,000 |
| Lobby | 800 | \$150,000 |
| Stairway Garden | n/a | \$150,000 |
| Event Lawn Garden | n/a | \$150,000 |
| Catering Wing | 800 | \$100,000 |
| Events Entry Garden | n/a | \$100,000 |



THE GARDEN GATEWAY PROJECT

Special universities require special experiences. The Garden Gateway Project at Duke Gardens will enrich the experience for Duke's students, faculty, and visitors from around the world while strengthening ties between the Duke and Durham communities.

Duke Gardens is a front door to Duke University; a place for big moments and "firsts"; a sanctuary for mindfulness and wellness; a tangible link between university curriculum and practice. As a welcoming entryway to the university, it is a powerful, enchanting attraction drawing students and faculty to Duke and residents to Durham.

The Gardens creates and nurtures an environment in the heart of the university for learning, inspiration,

and enjoyment through excellence in horticulture. Its living collections promote knowledge of the vital connections between people and plants, fostering an appreciation of the natural world, environmental awareness, and sustainable practices. It is an indispensable and lasting feature of life at Duke, accessible to all.

Since 2007, the university and Gardens donors have together invested more than \$30 million in the Gardens. Now it is time to

upgrade the entrance and more—the Garden Gateway. These enhanced facilities will create more opportunities for special experiences in the Gardens, and will cultivate income streams to sustain the Gardens well into the future. That benefits the university, the community, and anyone who sets foot inside this world-class botanical showplace.



Silent Phase – 90 second Commercial

- 1) Context
- 2) Gap
- 3) Priorities
- 4) Impact
- 5) Cool Kids



Garden Gateway 90-Second Commercial

Before beginning your 90-second commercial, remember to ask for permission. May I take two minutes to talk with you about an exciting, transformational capital project at Duke Gardens? Pause and wait for approval.

CONTEXT

- The Garden Gateway project at Duke Gardens is a \$30 million plan to create spaces that enable the Gardens to welcome visitors and accommodate student events, performing arts, conferences, educational programming for all ages, weddings and celebrations of all kinds.
- Since 2001, Durham visitation increased by 65 percent and Durham's population grew by 50 percent. Duke Gardens is Durham's No. 1 attraction and the most common way people engage with the university. During the same time, university enrollment increased 25 percent and Duke Gardens volunteers and program participants doubled.
- The dramatic growth of Durham and the university, coupled with the growth anticipated in the coming years, means that Duke Gardens must keep pace.

GAP

- Alumni say that their emotional connection to the Gardens remains strong for years after time spent in Durham. The Garden Gateway's new amenities, such as the café, classroom space and events lawn will prompt a deeper emotional connections that will last long after graduation.
- The Gardens play several significant roles in the Duke Arts District (with the Nasher Museum of Art and the Rubenstein Arts Center), from a place of inspiration for artists, to an arts showcase venue. The Garden Gateway will be a natural path from the arts district to West Campus.
- Duke Gardens has become ever more popular as a venue for events, and connections between the university's curriculum and the Gardens have led to increased demand for classroom and meeting space.
- Donor support for the Garden Gateway project will position the Gardens for the 21st century by serving as a place of respite and wellness for the Duke and Durham Communities. A gateway to explore nature in their "back yard."

PRIORITIES

- Duke Gardens is the gateway to campus, but lacks a pleasing and functional main entrance. The Garden Gateway project will create this entrance, along with the necessary amenities to better host events and classes. These improvements will enrich the Duke Gardens experience for students, visitors and residents, and strengthen ties between Duke and the Durham community.

IMPACT

- You will be part of an effort to enhance the already superb Duke Gardens by creating spaces that more readily lead to special student experiences and meaningful interactions between community members.
- Your gift will help support a visitor entry pavilion, including a lobby, café and gift shop; an events lawn; an enlarged events hall; additional classrooms; and much more.

COOL KIDS

- Marty Gendell's love for gardening led to a professional Certificate in Landscape Design from the New York Botanical Garden. So it's not surprising that Marty and her husband, Jeff '81, joined Ellen and Rex Adams '62 to found the \$1 million Gendell-Adams Garden Gateway Challenge. They hope their challenge, which matches other donors' gifts of up to \$100,000, will inspire other passionate Gardens supporters to give bountifully.
- Golden State Warriors superfan and hedge fund manager Danny Katz '80 says he has "evolved" as a photographer of basketball, nature and people. So it's natural that he is fond of Duke Gardens as a photo destination. Danny is a member of the Garden Gateway Capital Campaign Committee and has supported the Gardens since 1985. His gift of \$500,000 will build a new iris fountain honoring his family's long-time dedication to Duke.

End by asking for the donor's reaction. What do you think about all of this?

Silent Phase – Cultivation



Silent Phase – Cultivation Plans

CULTIVATION PLAN

DONOR:

Goal: \$100,000 - \$200,000 by June 30, 2019

| <u>DUE BY DATE</u> | <u>ACTION ITEM</u> | <u>NOTES</u> | <u>COMPLETED</u> |
|--------------------|---|---|------------------|
| 8/19/17 | Attended Garden Gateway event on Nantucket | Event was a success; both interested in the project | yes |
| 9/6/17 | Strategy for event and parents committee next steps | see attached spreadsheet for additional information | yes |
| 9/31/17 | Kristi had lunch with Donor | Went well; Donor is interested in joining Gardens BOA | yes |
| 10/6/17 | Kate to meet with donor to explore interest in project and joining BOA | Donor is willing and interested in both | yes |
| 11/6/17 | Juliette Ciani and Jeremy Arkins (Central Development) met with Donor re giving | Covered giving opportunities and explored AF and GG giving | yes |
| 11/30/17 | Kate to follow up with Juliette on next steps | would be nice to move up goal gift date to 6/30/18 vs 6/30/17 | yes |
| 1/20/18 | Donor visit to Duke | Bball tix for game + Donor to meet Bill | yes |
| 7/1/18 | Donor to join Gardens BOA | committed to \$10k to AF + 6 figure gift | no |
| 10/30/18 | Conversation with Donor re GG gift | classroom would be a good fit but would be a stretch | no |
| 12/30/18 | pledge agreement out | | no |

Silent Phase – Making the Ask



Timing



If it doesn't hurt, you're not asking enough



Leaving the window open for a second ask

Updating Giving Charts

| Garden Gateway Gift Table | | | | | | |
|---------------------------|------------------------|----------------|---------------------|--------------------------|---------------------|--------------|
| GIFT RANGE | # OF GIFTS REQUIRED | # PROPOSALS | SUBTOTAL | # OF GIFTS CUMULATIVE | CUMULATIVE TOTAL | CUMULATIVE % |
| \$5,000,000 | 2 | 3 | \$10,000,000 | 0 | \$0 | 0% |
| \$2,500,000 | 2 | 4 | \$5,000,000 | 1 | \$3,600,000 | 72% |
| \$1,500,000 | 3 | 4 | \$4,500,000 | 0 | \$0 | 0% |
| \$1,000,000 | 3 | 4 | \$3,000,000 | 1 | \$1,000,000 | 33% |
| \$750,000 | 2 | 3 | \$1,500,000 | 2 | \$1,550,000 | 103% |
| \$500,000 | 3 | 6 | \$1,500,000 | 5 | \$2,700,000 | 180% |
| \$250,000 | 3 | 6 | \$750,000 | 3 | \$750,000 | 100% |
| \$200,000 | 1 | 3 | \$200,000 | 0 | \$0 | 0% |
| \$150,000 | 2 | 5 | \$300,000 | 1 | \$150,000 | 50% |
| \$100,000 | 6 | 8 | \$600,000 | 3 | \$300,000 | 50% |
| \$75,000 | 8 | 15 | \$600,000 | 0 | \$0 | 0% |
| \$50,000 | 25 | 45 | \$1,250,000 | 1 | \$50,000 | 4% |
| \$25,000 | 30 | 50 | \$750,000 | 1 | \$25,000 | 3% |
| <\$25,000 | | | \$250,000 | | \$113,948 | 46% |
| | | | | | | |
| TOTAL: | | | \$30,200,000 | | \$10,238,948 | 34% |

Silent Phase – Sustaining Momentum

