

# THE Major Gifts REPORT

MONTHLY IDEAS TO UNLOCK YOUR MAJOR GIFTS POTENTIAL

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## Essential Elements of Major Fundraising Campaigns

Do your homework before you launch your major fundraising campaign. Pre-campaign actions requiring definition and design fall into these four basic categories:

1. **Campaign priorities** — For what will funds be raised and over what period of time? These priorities should be an outgrowth of your organization's strategic plan.
2. **Campaign structure** — Who will be responsible for doing what? What committees will be formed, and what roles will each committee play? What procedures will be followed in identifying, researching, cultivating, soliciting and stewarding donors?
3. **Campaign calendar** — Who does what and by when? This includes everything from publication production schedules to regular meeting dates for committee members to anticipated public announcement for the campaign and more.
4. **Campaign budget** — This includes the itemization of every cost and activity associated with raising the funds and meeting the campaign goal — personnel, consulting fees/expenses, publications, events, architectural fees and more.

GIFT TYPES

## Offer Apprenticeship Sponsorship Opportunities

By Kerry Nenn

Since its founding in 1957, the Santa Fe Opera's Apprenticeship Program for Singers and Technicians (Santa Fe, NM) has sponsored 4,894 apprentices. In 2014, the program provided for 119 apprentices — 43 singers and 76 technicians.

The summer-long apprenticeship offers lessons and master classes, workshops/seminars and opportunities to work with many of the opera world's greatest talents, as well as to audition for opera companies, agencies and symphonies. The experience includes 40 main-stage performances and multiple community outreach programs.

"Most American opera companies have similar programs modeled after ours," reports Brian Dailey, senior major gifts officer, "but ours is the oldest, most competitive and best known."

Dailey describes the company's successful system: "A patron can underwrite/sponsor an apprentice singer or technician for one season for a gift to the annual fund of \$12,500. A donor can endow the training of an apprentice singer or technician in perpetuity for a gift of \$250,000 to the endowment (which produces \$12,500 annually). We assign a specific apprentice to each donor, usually based on where they are from geographically or if they have a particular interest in sopranos or a technician from wigs and makeup or lighting, etc. The donor and apprentice get together during the season and have lunch at our company cantina. Patrons can then stay in touch with their apprentices if they choose and follow their career as it grows."

To recruit apprentices, the Santa Fe Opera markets the training program to undergraduate students in theater programs and graduate students at music conservatories around the country. Word of mouth through previous participants is another common avenue for recruitment. In 2014, the program received over 1,500 applications from 29 states, Mexico, Canada and South Korea.

Marketing of sponsorship opportunities is accomplished through the Santa Fe Opera website, the annual fund donor brochure and personalized proposals to major donors and prospects. One donor's bequest provided funding for an apartment building to house the apprentices. Forty-eight endowed funds currently exist to support the program, and more than a dozen donors make annual gifts to support additional young artists.

"We feature these programs and their underwriters/sponsors in our season program book," explains Dailey. Additional benefits to the sponsors include acknowledgement in the annual fund donor listings, periodic bulletins with information on their apprentice and invitations to special events including master classes and portfolio reviews. Dailey summarizes the appeal for many donors: "By underwriting an apprentice, they see the opera through the eyes of an extraordinary young talent."

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