

## **ENDOWMENT AS INTEGRAL TO BUILDING CONSTRUCTION/RENOVATION CAMPAIGNS**

In my professional experience over the past 35 years, I have counseled as well as observed a significant number of not-for-profit institutions and organizations seeking construction as well as endowment funding for new and renovated buildings and facilities. With that as background, I would like to offer the following perspectives.

- **Major Donor Perspectives:** Most major donors are encouraged by knowing that buildings and facilities which eventually will bear their family names will be properly maintained and operated as a result of specified provisions for endowment.
- **Financial Officer Perspectives:** Most financial officers welcome provisions for endowment funding of new buildings and facilities in order to meet anticipated increases in operating budgets for buildings and grounds maintenance.
- **Trustee Perspectives:** Many well-intentioned governing boards in good faith encourage moving forward with fundraising for new construction and renovation leaving questions of increased operating budgets and building maintenance to a future time and responsibility.
- **Executive Perspectives:** Skilled and experienced executives are often swayed by their governing boards' enthusiasm to "move forward" to secure construction funding, even with foreboding of future financial burdens from increased operating expenses and maintenance costs.
- **Development Officer Perspectives:** Skilled and experienced development officers often feel pressure to secure cash gift commitments in order to meet construction/renovation cash flow projections, which often delays fundraising strategies and efforts directed to securing endowment gift commitments.