## DESCRIPTION OF PROJECT

Throughout its 104 year history, and continuing today, Carnegie Hall strives to fulfill its mission to host the finest American and international orchestras, to present soloists and ensembles, to encourage gifted young artists, to advocate and support significant trends in contemporary American music, to highlight the nation's diverse ethnic heritage, to bring free concerts to under-served audiences, and to develop future audiences and musicians through programs in and outside Carnegie Hall for children and adults.

In the mid-1980s, Carnegie Hall was saved from the ravages of time by a massive, $60 million restoration project. Now, at the beginning of its second century, Carnegie Hall must secure its financial future just as it secured its physical home. The substance of Carnegie Hall may be its brick and mortar, but the fundamental idea of Carnegie Hall is about what happens inside that building, on its stages, in its audiences, and with its education and other outreach programs.

Unlike most other major cultural organizations (such as the New York Philharmonic, the Metropolitan Opera, or the Metropolitan Museum), Carnegie Hall has virtually no endowment (only $3 million when planning for this Campaign began in 1990). We have therefore mounted a major Endowment Campaign to give Carnegie Hall the financial stability necessary to secure its future and provide the financial cushion that will allow the institution to plan, rather than live hand-to-mouth on its annual operating budget. Thus, the purpose of our $75 million Endowment Campaign is to enable Carnegie Hall to continue its tradition of excellence and remain artistically vital as well as economically viable in its second century.

The best source for contributions, as always, is our core constituency: the thousands of donors and subscribers whose fondness for and attachment to Carnegie Hall already exists. Our records are filled with music lovers with the means and willingness to help us attain our important goal; identifying those among them who do not yet give, or who have the potential to give more than they do currently, is key to the success of our fund-raising efforts.

Throughout Carnegie Hall's history, our database has remained uncharted territory. Although the names are in our computer system, they have never been analyzed to see which are the best prospects for both endowment and new or upgraded annual contributions. Now, at the start of this critical Campaign, it is vital that we apply the tools of more sophisticated analysis to our research efforts.

The use of such technological methods is hardly unique to Carnegie Hall; many other nonprofits, both large and small, have already upgraded their research capabilities to take advantage of the benefits going "on-line" can provide. In a time of such fierce competition for philanthropic dollars, particularly in the New York City area, what a nonprofit doesn't know can indeed hurt its chances for success.

Therefore, through a two-pronged approach, Carnegie Hall seeks to turn to technology as a means of tapping into this resource and strengthening our list of potential donors. We plan to engage CDA/Investnet to analyze our donor records, and then subscribe to Nexis on-line services.

Now, as we prepare to launch the most ambitious fund-raising effort in Carnegie Hall's history, it is essential that we learn as much as possible about our constituency. This long-overdue project will help us strengthen our annual fund-raising operations as well, and will therefore be vital to our ongoing Development efforts for many years to come.