

BCF Fundraising Sub-Committee Structure and Terms of Reference
& 2019 Development (Fundraising) Strategy

Introduction

The Bermuda College Foundation (the Foundation) fundraising strategy is structured around four targeted community groups which, in effect, cover most adult residents in Bermuda. Future plans may involve taking steps to enable prospective donors with tax obligations in the US to receive tax recognition for donations made to the Foundation. Meanwhile, it is proposed that four sub-committees be established to focus on each of the proposed targeted community groups. It is hoped that the fundraising sub-committees will provide additional resources that will broaden the Foundation's reach by utilizing a group of trained volunteer members to reach those in the various categories within the community.

The four sub-committees relate to the following community groups and are further described below:

- a) Businesses (includes businesses, corporations and foundations)
- b) Community (all members of the community not included in other categories)
- c) Individuals and Families
- d) Bermuda College Alumni

Fundraising Sub-Committee Structure and Terms of Reference

Sub-Committee 1 - Businesses (Businesses, Corporations & Foundations)

Structure – this committee is chaired by a member of the Foundation board who may recommend a co-chair from the community, subject to the approval of the board. Carefully selected members of the committee will be invited to join. The ideal committee candidate should be a highly regarded participant or past participant within the Bermuda business community with a sincere and demonstrated passion for higher learning in Bermuda. The candidate must also have the will and the desire to open doors so that Foundation Development Team is able to connect with key business leaders.

Terms of reference:

- **Title** - Businesses Committee (businesses, corporations and foundations)
- **Purpose** – Assist the Foundation to gain access to key decision makers within the local business sector to develop philanthropic support
- **Authority and Accountability** – This committee is a sub-committee of the Foundation and is chaired by a member of the Foundation board. The committee will carry out its duties as directed by the Foundation board

Duties

The duties of the Committee members are as follows:

- To provide fundraising support for the Foundation by facilitating key business connections within the business community
- To be directly and/or indirectly involved in fundraising

- To set annual fundraising goals and monitor progress
- To strategize and plan approaches to key persons within the Bermuda business sector
- To act as ambassadors on behalf of the Foundation
- To attend meetings of the Committee as called by the Committee chairman
- To abide by the Foundation's strict confidentiality policies
- To attend a short orientation program and tour the College prior to commencing duties

Sub-Committee 2-Community

Structure – this committee is chaired by a member of the Foundation board, who may recommend a co-chair from the community, subject to the approval of the board. Carefully selected members of the public will be invited to join this committee. The ideal candidate for this committee must be a natural connector and be well known within the local community. His or her list of contacts and connections should include a wide array of people in the community representing service organizations, clubs, sports organizations, community fundraising events, churches and PTAs etc. The committee members will assist the Foundation to develop its public relations through their influence with a view to gaining support across a broad cross-section of the community and to create a feeling of ownership of the College throughout the community.

Terms of reference:

- **Title** - Community Committee
- **Purpose** – Assist the Foundation to develop wide-ranging community awareness and support
- **Authority and Accountability** – This committee is a sub-committee of the Foundation and is chaired by a member of the Foundation board. The committee will carry out its duties as requested by the Foundation board

Duties

The duties of the Committee are as follows:

- To provide fundraising support to the Foundation through community involvement
- To set annual fundraising goals and monitor progress
- To strategize and plan approaches to a wide range of community organizations
- To be directly and/or indirectly involved in fundraising
- To introduce the Development Team (defined as those persons involved in the initial one-on-one fundraising) members to various targeted groups and individuals
- To solicit various charitable fundraising organizations such as clubs, sporting associations, service clubs, and individuals and to assist with the creation of projects for them to support the Foundation through their fundraising events
- To act as ambassadors on behalf of the Foundation within this targeted group
- To attend meetings of the Committee as called by the Committee chairman
- To abide by the Foundation's strict confidentiality policies
- To attend a short orientation program at the College prior to commencing duties

Sub-Committee 3 - Individuals and Families

Structure – this committee is chaired by a member of the Foundation board, who may recommend a co-chair from the community, subject to approval from the board. Carefully selected members of the community are invited to join this committee. The ideal candidate for this committee will be a person who operates within this narrow group of individuals either socially or through business. An example would be a local realtor who deals mainly in high-end properties and knows many persons of high net-worth personally. Another example is a person who is a member of exclusive clubs or organizations and has frequent interaction with a wide variety of people in this targeted group. The candidate's social and/or business connections should be broad within this targeted group. It should be noted that effective connectors, especially in this space, are very rare. *Extra care and effort should be made in the selection of members for this committee.*

Terms of Reference:

- **Title** – Individuals and Family Committee
- **Purpose** – Assist the Foundation through connections with high net-worth individuals and families
- **Authority & Accountability** – This committee is a sub-committee of the Foundation and is chaired by a member of the Foundation board. The committee will carry out its duties as requested by the Foundation board

Duties

- To provide fundraising support to the Foundation through access to individuals and families
- To set annual fundraising goals and monitor progress
- To strategize and plan approaches to this targeted group
- To introduce the Development Team members to the various targeted groups and individuals
- To be directly and/or indirectly involved in fundraising
- To encourage high net-worth individuals and families to support and host private events for their peers, in support of higher education for all in Bermuda
- To act as ambassadors on behalf of the Foundation within this targeted group
- To attend meetings of the committee as called by the chairman
- To abide by the Foundation's strict confidentiality policies
- To attend a short orientation program and tour the College prior to commencing duties

Sub-Committee 4- Bermuda College Alumni

Structure – this committee will be chaired by a member of the Foundation board, who may recommend a co-chair from the community, subject to the approval of the board. Committee members will consist of alumni and at least one member of the Bermuda College Alumni Advisory Committee (the AAC). The Foundation will work closely with the AAC to develop a strategy for reconnecting and developing a give-back culture within this group that numbers over 4,000 persons. The Foundation will assist the AAC with on-going support and presentations relating to the case for support and developing a clear strategy to encourage alumni to partner with the Foundation in support of their alma mater.

Terms of reference:

- **Title** – Bermuda College Alumni Committee
- **Purpose** – To reconnect with College alumni and encourage their support
- **Authority & Accountability** – This is a sub-committee of the Foundation, chaired by a Foundation board member that, working with the Bermuda College Alumni Advisory Committee, will develop strategies for encouraging alumni support

Duties:

- To work with the Bermuda College Alumni Advisory Committee to encourage fellow alumni to participate with financial and volunteer support for the Foundation
- To be directly and/or indirectly involved in fundraising
- To ensure that all alumni are made aware of the needs of the college (case for support)
- To set annual fundraising goals
- To assist the advisory committee with alumni fundraising events
- To ensure that alumni names and relevant information are entered into the Foundation database.

Selection

The fundraising committees support the core function of the Foundation. The most effective fundraising campaigns have relied mostly on the reputations and enthusiasm of a few people. At times 80% or more raised for large capital campaigns have been raised by a handful of people.

Essentially, fundraising is not a big numbers game, as it relates to the fundraising teams. The quality and enthusiasm of those invited to join the committees are key. It is advantageous but not a prerequisite for prospective members to have had prior involvement in fundraising, because volunteers who have experience are usually able to take on much of the heavy lifting.

Those invited to join the various fundraising committees should be carefully discussed prior to being invited. This group, if carefully screened, will play a significant role in the success of the Foundation. Retired professionals have been the most effective in the past. This is, however, a diminishing group locally, and the board should consider new sources, including those approaching retirement and looking for a worthy project to get involved with.

The Centre on Philanthropy ran an advertisement to garner interest in board membership for non-profits, and were surprised by the number of people who signed up for training. The Foundation sub-committees might serve as a training opportunity for potential board members.

Finally, the Foundation board should consider the following qualities for fundraising sub-committee members:

- Enthusiasm for the Foundation's core mission
- A willingness to work
- A willingness to personally support the organization with time and finances
- A commitment of time
- A sincere belief in the role of the College

- Access to the targeted group
- An excellent reputation within the Bermuda Community

Fundraising Coordination

Multiple approaches by Foundation Representatives to a single donor should be avoided. The Foundation office therefore must become the central point of contact for each Foundation board member, committee and volunteer (“Representative(s)”). Broad communication amongst all Representatives must take place so that each committee is aware of efforts by other Representatives. Efforts are to be coordinated, whenever possible, by the Development Administrator.

It must always be remembered that fundraising is an opportunistic activity such that there may be times when a Representative may have an opportunity to reach out to a potential donor who would normally be targeted by another Representative. If the opportunity presents itself, that Representative should inquire whether the person has already been approached. If so, the person should be encouraged to continue discussion with the Representative who initially made contact. If the Representative determines that there has not been an approach, the opportunity should not be missed.

To avoid duplication, the Representative must report the encounter and relevant details of the chance meeting to the Foundation office through the development administrator, who will note the details of the meeting in the database and inform the other sub-committee chairs that contact has been made with that individual and by whom. The development administrator acts, to some extent, as a dispatcher and should always be kept aware of activities taking place throughout the Foundation. The development administrator will keep sub-committees informed through the appropriate communication channels.

Total flexibility must be emphasized, as opportunities present themselves in a wide range of situations such as, waiting at the airport, cocktail parties, weddings, business meetings and reunions etc. These encounters are seldom planned and present one-time opportunities for Representatives to discuss their involvement with the Foundation and the Foundations role in support of the Bermuda College.

2019 Development (Fundraising) Strategy

Objectives of the July/ August 2019 Soft Launch

The initial plan for 2019 is to begin one-on-one meetings with potential donors. The purpose behind these early contacts is to help determine the following:

- A. The response to the 'Case For Support'
- B. The Response to the 'Naming Opportunities' document
- C. The level of support available for Quarters 3&4 2019
- D. The level of support for the medium and long-term
- E. What the fundraising estimates will be for 2020
- F. What the Foundation's budgets for 2020 should be (marketing, events staffing and other expenses)
- G. Whether there are any specific areas of support that a majority of those visited prefer

Note: The results of these early meetings should be well documented so that alterations, if required, can be made to the information that has been presented. These early meetings may also assist with developing the advertising and public relations messaging for 2020. Finally, successes between July and the September launch date will give a degree of confidence to the development team (as defined below).

2019 Strategy

The 2019 plan is based on approaching persons known by the Foundation board members and associates. The persons to be selected will be amongst those with the greatest potential to support at the naming opportunity level and those with whom those participating in development (fundraising) have personal relationships. In this regard, board members have the opportunity to peruse the full list of potential corporations, businesses, high net-worth individuals and highly successful alumni.

All persons involved with the initial one-on-one fundraising (the Development Team) will meet prior to launch to prepare for donor meetings. It is suggested that a development training session takes place which would consist of role playing so that each member of the Development Team has the opportunity to consider the hard questions and comments that may be encountered during the early visits. The role playing would help everyone to understand what can be expected during the early phases of fundraising, including the often difficult 'close' component. It is also necessary to understand how to drive the conversation to a direct solicitation when appropriate. The Development Team meeting should not be scheduled during a board meeting and might be much better received at a somewhat social time such as a working dinner when members are more relaxed and will enjoy the role playing exercise.

It should also be noted that some of the businesses and corporations will have already committed their 2019 philanthropic budgets by the time of the launch. However, this presents an opportunity to discuss their 2020 budgets and to ask for a commitment then and beyond.

The Development Team should be fully prepared and able to answer many questions about the College and the Foundation. It is suggested that either the College President or the Foundation consultant is in

attendance at the meetings to assist Development Team members, at least during the initial meetings. This will assist with confidence building within the Development Team and possibly a greater chance of success. In some cases, a member of the Development Team may have a very close relationship with a potential donor and may not require backup because there is certainty that there will be support based on their relationship and/or previous conversations.

Marketing and Public Relations

Along with the development strategy, a communications strategy will be initiated just prior to the launch. The initial public relations efforts will bring attention to the upcoming launch of the Foundation with brief teasers. This will alert the public to the Foundation. The official launch is tentatively planned for late September, with a potential donor event at AXA XL. That event will be reported the following day in the local news media and will represent the official launch of the Foundation.

During the weeks following the launch, there should be interviews scheduled with news and social media, which will include the Foundation chairman, deputy chairman, the College President, international speakers at the launch event and members of the Development Team. These will put faces and people behind the Foundation and will have a far greater impact than ads, articles and press releases.

The local news media will be invited to the event and will be given a press release to accompany their reports. Following the launch event there will be an intense communications plan that will highlight some of the achievements of the College over its 45 years of service to the community (mention to be made of the College's 45th anniversary), the College' plans for the future and the roles that the Foundation and the community will play as they assist the College to achieve its future goals. The communications plan must include the Government's continued future support for the College. The Government should be invited to participate or contribute to the both the launch and the early public relations campaign as they remain a vital partner.

Finally, the next phase of the Foundation will be to begin preparing for the medium-term development plan, based on lessons learned from the earlier launch and the early donor responses. Critical to the Foundation's overall success will be public opinion of the College. To this end, the Foundation must liaise with the College and continually share positive stories and progress as it tools up for the future. It is essential to ensure that the College remains in the public eye continually with repetitive information relating to the unique attributes of the College.

A series of such messages will be developed by the selected communications firm Total Marketing and Communications Ltd. These messages will contain the key points of the College successes historically, interspersed with current successes. These messages will be shared regularly on both the local news media and online, through social media. With the combined efforts of public relations and active development efforts, the Foundation has an excellent opportunity to achieve its goals on behalf of the College.