

BAIS

PROPOSED STRUCTURE FOR FUND RAISING LEADERSHIP

- I. A separate Development Trust. The Irish Studies in Britain/BAIS Development Trust.
- (a) A separate Trust to receive funds from the Appeal.
- (i) Will relieve the BAIS Executive Committee of any direct responsibility for fund raising thus allowing them to concentrate on their educational, cultural and academic objectives.
 - (ii) Will provide an opportunity to appoint Trustees of high standing (and thus high credibility) in the business and other worlds, to ensure donors of the integrity of the Appeal and its objectives.
 - (iii) Is necessary to demonstrate that the dispersal of money donated is in the hands of responsible individuals other than those with a vested interest.
 - (iv) Will provide a means whereby major donors may (if appointed as Trustees) take part in the decision-making with regard to allocation of funds.
 - (v) Will help to ensure that whatever changes may take place in BAIS money donated to the Appeal can only be used to further the specific or general objectives of the Trust (which should reflect in those of the Appeal).
 - (vi) Should, in the composition of its Trustees reflect the interests of the principal donor sectors, but also include, a number of distinguished academics to ensure that money donated is wisely and appropriately spent.
- (b) The danger of the Trust becoming a 'rogue' (e.g. refusing to allocate money to BAIS or one of the designated Institutes even for a legitimate purpose can be avoided by
- (a) ensuring that BAIS has adequate representation on the Board of Trustees
 - (b) by carefully defining the Trust's objects, in the Deed of Trust
 - (c) careful selection of initial Trustees

II APPEAL COMMITTEE/APPEAL LEADERSHIP GROUP

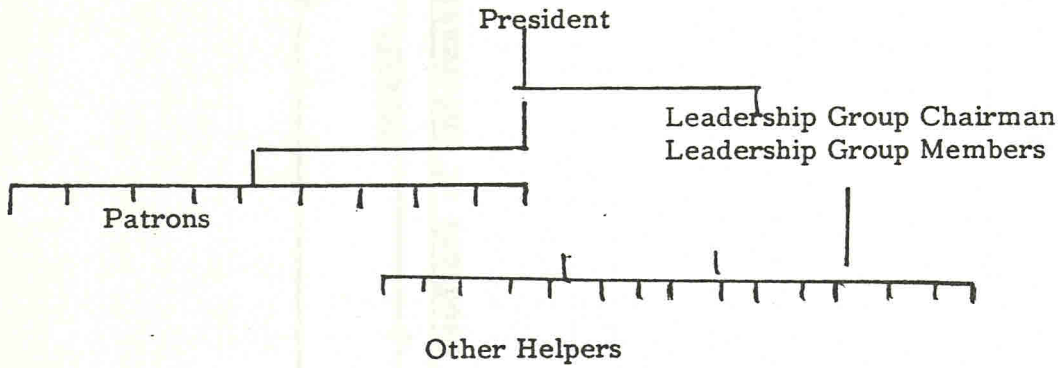
Two of the pre-requisites essential for success in fund raising are:

- (a) The maximum use of personal approaches to potential substantial donors by individuals both known to and respected by those being approached. No matter how convincing the case for support such are enormous the number of charitable causes competing for limited financial resources that substantial support is unlikely, unless an approach is carried out on a personal basis, by means of a face-to-face visit (at some stage) rather than a letter.

- (b) A group of enthusiastic committed influential and effective leaders both capable, and willing, to undertake such approaches.
- (c) Peer Group psychology is invariably of considerable significance in the context of fund raising. While it is not always so, many potential donors or leaders respond most favourably to approaches by their peers (or on occasion those they consider to be socially or commercially 'superior'). When recruiting leadership it is therefore necessary to give careful thought to the likely constituencies of support and ensure that they are, as far as possible represented in the leadership.
- (d) In the case of the BAIS Appeal, it is probable that the bulk of the financial support will come from:
 - (a) Wealthy individuals living in Britain or Ireland with a strong Irish connection.
 - (b) Irish businesses with commercial interests in Britain.
 - (c) British business owned or part-owned by 1st, 2nd or 3rd generation Irish.
 - (d) Leading multinational companies operating in Britain and/or Ireland.

Charitable Trusts and Foundations with a particular interest in international affairs and co-operation; Anglo-Irish Relations; Irish Language and Culture; the Irish community in Britain; racial and/or religious harmony.
- (e) Thus potential leaders are being sought from these sectors. Generally they will be successful businessmen or business women and one essential requirement is that they are sufficiently committed to the cause of Irish Studies in Britain to make a significant financial contribution, whether personally or through a company with which they are associated.
- (f) While not essential it is highly desirable that the Leadership Group should be led by a Chairman of the highest calibre under whose active and effective leadership others would be willing to serve.
- (g) Potential members of the Leadership Group will, by definition be exceptionally busy people with a limited amount of time to give to the Appeal. It is therefore important that the time available is used to the best possible effect i.e. in the actual undertaking of a small number of face-to-face approaches, (no more than five initially) to those with whom they have a good personal contact rather than, for instance a standard letter to 20 or 30 acquaintances.
- (h) While there is no 'ideal figure' for the size of a Leadership Group, in the context of the £5m initial target, it will probably prove necessary to recruit at least 20 and preferably 30 plus - Leaders. The only realistic method of recruitment is by the pyramid method - whereby those recruited onto the Leadership Group recruit others. Clearly not all those approached as major donors will be suitable - or willing - to be Leaders, but assuming an average of 5 approaches per Leader, one of which is successful in recruiting an additional Leader -an eventual Leadership Group of 30 or 80 is quite realistic.

- (i) In addition to active Leaders it is also intended to recruit influential and or well known individuals (whatever their field) whose association with the Appeal as 'Patrons' would improve/enhance its credibility and open it up to a wider constituency. Possible Patrons might be leading Irish actors, musicians, writers, intellectuals, media personalities etc.
- (j) A possible Appeal Leadership structure is shown below



- (k) A suggested command structure is attached.

BAIS
SUGGESTED COMMAND STRUCTURE

