

The National Arts Fundraising School

2012

Transform your fundraising potential

New for 2012:

Expanded social media session

Major donor mastery

Creating powerful case statements



www.nationalartsfundraisingschool.com



What's your fundraising potential?

The **National Arts Fundraising School** is the UK's only residential fundraising training programme designed exclusively for the arts and cultural sector. More than 1,150 museums and galleries, theatres, festivals and dance companies have benefited from the School. So far the learning they've gained has helped them raise over **£150M**.

Last year we saw some of the harshest ever cuts to the arts. To survive and thrive, you must be able to tap into the whole range of sources that are available. You need to know where to look and you need to know how to ask. That's what the **National Arts Fundraising School** is designed to help you with. For over 24 years former participants have shown that the resulting skills and know-how we share *work*. **We guarantee success.**

Over six intensive, challenging days you'll increase your knowledge of different **funding sources**, including **major donors, trusts and foundations, online support, individual giving, sponsorship** and **legacies**. Whether you're experienced, or new to fundraising, you'll get new ideas, invigorate familiar approaches and tap into fundraising opportunities you'd never have considered before. You'll also develop skills in **powerful communication with donors**. Above all **you'll build a rigorous, resilient fundraising strategy**.



During the current climate of funding cuts, we're delighted our theatre has been awarded over £1.45 million. The proof of the School is in the money!

David Martin, Executive Director, Oldham Coliseum Theatre

1 School

3 tutors

6 days

12 topics

24 years

1,150 fundraisers

£150M raised so far...



Mirabe Circus Theatre

Five things you won't get anywhere else...

- 1 Enjoyable, memorable, intensive learning:** every session is carefully designed to stay with you long after the School. We use a mixture of expert presentations, group exercises and activities, coaching, case studies, online research opportunities and time to read and reflect. The range of approaches guarantees you learn and retain a huge amount in a relatively short period of time.
- 2 The best people:** the School is delivered by Bernard Ross and Julia Bellingham – top fundraising consultants with over 40 years experience between them, in both UK and international arts fundraising. There are guest speakers from other organisations sharing insights. And last, but by no means least, you'll have the chance to share knowledge and experience with your fellow participants.
- 3 Putting theory into practice:** the School isn't just about abstract fundraising concepts – it's deeply practical. The models and approaches are relevant to your organisation and we'll

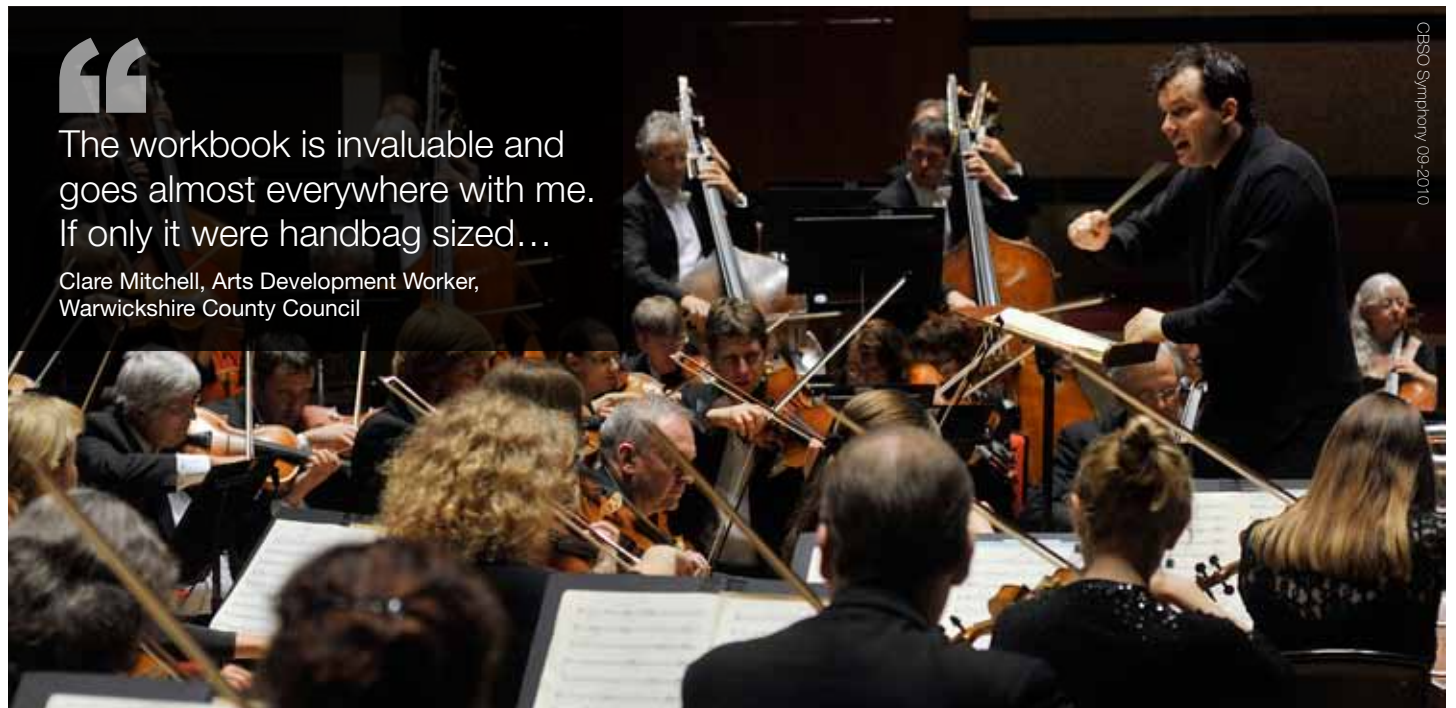
show you how to best use them to overcome challenges and build on opportunities. Building your strategy and portfolio as you go along, you leave the School with a well-developed action plan to put into place on your return to work.

- 4 Outstanding resources:** a key learning element of the School is a comprehensive 350-page workbook and a range of online resources. We cover both the programme content and additional information to help you consolidate your learning in the weeks, months, and even years to come. During the School you have access to our extensive fundraising reference library – including databases of major fundgivers and key fundraising texts from the UK, USA and Europe.
- 5 Money-back guarantee:** we're so confident that what you learn will bring tangible results that we offer you a unique money-back guarantee. **If you don't raise a sum at least equal to the course fee within 12 months of completing the programme, we'll refund the fee. All of it.**

“

The workbook is invaluable and goes almost everywhere with me. If only it were handbag sized...

Clare Mitchell, Arts Development Worker,
Warwickshire County Council



Leading expertise

The **National Arts Fundraising School** is run by The Management Centre (**=mc**) in association with Second Wave Consulting (**2WC**). **=mc** is the UK's leading consultancy working to transform the performance of value-driven organisations worldwide.



Bernard Ross is a Director of **=mc** and Director of the **National Arts Fundraising School**. For over 30 years, he has acted as a fundraising consultant to a wide range of bodies in the arts and cultural world, ranging from the National Gallery to Scottish Opera, and the York Early Music Festival. He is co-author of *The Influential Fundraiser* – listed as one of the top five non-profit books for 2009 by the *New York Times Online*.

As a Director of **=mc**, Bernard regularly consults for not-for-profits around the world. He has worked on fundraising projects for leading organisations such as the Red Cross, UNICEF, NSPCC and Cancer Research UK.



Julia Bellingham is a Senior Learning and Development Consultant at **=mc** and Deputy Director of the **National Arts Fundraising School**. She originally comes from a commercial background and

before joining **=mc** was Deputy Director for Fundraising at Action for Children – one of the UK's largest children's charities. She brings a wealth of knowledge and experience in fundraising and specialises in foundations, sponsorship and communications skills.

At **=mc** Julia coaches fundraisers in presentation, communication and influencing skills, and designs and delivers fundraising training programmes. Recent customers include The British Council, Thackray Museum, Arts and Business and MLA South West.



Now I know what good training looks like! I've come back completely enthused and with my fundraising skills finely honed. Not only that, but my communication and organisational skills have hugely improved. The trainers were fantastic.

Jackie Edelman, Education Manager, Royal Navy Submarine Museum



Outstanding company

Is it for me?

If you're just starting out in fundraising, the **National Arts Fundraising School** will kick-start your career with a thorough grounding in all the key areas. And if you've got years of experience behind you, it will refresh and renew your existing approaches – giving you the confidence to expand your portfolio. Whatever your job title, if you have responsibility for fundraising, you'll find the programme inspiring and engaging, and the networking opportunities invaluable.

Our pre-course online questionnaire ensures that the content and pace of the course is pitched at the right level for all participants.

Who attends the School?

The learning you take away from the School will be significantly enriched by the work you'll do with participants from different organisations and with different jobs. Whether it's an arts centre, an orchestra, a gallery or an opera company, you'll be among:

- marketing managers
- local authority arts officers
- development officers
- communications directors
- chief executives
- sponsorship managers
- artistic directors
- festival organisers

Over 800 organisations have already benefited from the School. They include:

Aldeburgh Music
Arts and Minds
Arts Council England
Battersea Arts Centre
Bayimba International Festival of the Arts
Belfast City Council
Chichester Festival Theatre
City of London Sinfonia
Derby Playhouse
Edinburgh Festival Fringe Society
Hallé Orchestra
Imperial War Museum
Jersey Arts Centre
Kneehigh Theatre
Leeds Museums and Galleries
Lyric Theatre Hammersmith
Manchester Art Gallery
Mimbre Circus Theatre
National Gallery
Oldham Coliseum Theatre
Petersfield Museum
Poetry Society
Royal Academy of Dance
Royal Liverpool Philharmonic
Royal Opera House
Scottish Ballet
Scottish Opera
Sheffield Theatres
Tate Liverpool
The Young Vic
Welsh National Opera
West Yorkshire Playhouse



The School gave me a fantastic opportunity to meet others working in the arts and to learn from their experiences.

Fiona Woolley, Interpretation Manager, Maidstone Museum and Bentsley Art Gallery



Programme

SUNDAY	MONDAY	TUESDAY
	9.00 - Strategy 3 <ul style="list-style-type: none"> key sources: trends and typology making the ask maintaining relationships 	9.00 - Relationship Fundraising 1 <ul style="list-style-type: none"> individual giving potential engaging donors donor triangle / wedge
	11.00 - Research <ul style="list-style-type: none"> web research using the NAFS library individual research time 	11.00 - Relationship Fundraising 2 <ul style="list-style-type: none"> building relationships clustering donors super clubbing
13.30 - Welcome <ul style="list-style-type: none"> introductions key fundraising principles defining your brand 	13.30 - Trusts & Foundations <ul style="list-style-type: none"> understanding foundations barriers to success decision making processes 	13.30 - Major Donors <ul style="list-style-type: none"> what is a major donor? major donor engagement managing major donors
16.00 - Strategy 1 <ul style="list-style-type: none"> =mc 7 stage strategy model creating case statements analysing your situation 	15.30 - Creating Powerful Cases <ul style="list-style-type: none"> what is a case statement? structuring cases using cases with donors 	15.30 - Communications Case Study <ul style="list-style-type: none"> deciding approaches case study work small groups
17.30 - Strategy 2 <ul style="list-style-type: none"> fundraising cycles defining competitors choosing structure 	16.45 - External speaker: Colin McKenzie, Director, Charleston Trust	



“

I now recommend the School to everyone I meet. It's the only course I've attended where I've been completely confident to put what I've learnt into practice as soon as I returned to the office.

Tamsin Thomas, General Manager, Dance in Devon

“ Everyone wants to know more about social media – it’s so topical. This great session showed us just what could be achieved with the right skills and energy.

Frank Hargrave, Museum Development Officer for Central London, Museum of London

WEDNESDAY	THURSDAY	FRIDAY
<p>9.00 - Securing Business Sponsorship 1</p> <ul style="list-style-type: none"> the sponsorship spectrum characteristics of sponsorship key trends 	<p>8.45 - Case Study</p> <ul style="list-style-type: none"> video presentation exercise delegates video-ed action / learning 	<p>9.30 - Making Legacies Count</p> <ul style="list-style-type: none"> legacy motivators key tactics marketing legacies to audiences
<p>11.00 - Securing Business Sponsorship 2</p> <ul style="list-style-type: none"> hygiene factors and motivators access points pricing sponsorship 	<p>11.00 - Feedback and Review</p> <ul style="list-style-type: none"> team feedback and coaching research opportunities personal review 	<p>11.15 - Writing a Fundraising Strategy</p> <ul style="list-style-type: none"> write a fundraising strategy apply the 7 stage model deciding priorities
<p>13.30 - Effective Communication Skills 1</p> <ul style="list-style-type: none"> 'pitching' for money building sponsor confidence key interpersonal skills 	<p>13.30 - Using Social Media in Fundraising 1</p> <ul style="list-style-type: none"> types of social media using social media effectively integrating social media in your work 	<p>12.15 - Action Planning</p> <ul style="list-style-type: none"> review personal skills outline organisational plan identify goals
<p>15.30 - Effective Communication Skills 2</p> <ul style="list-style-type: none"> building donor rapport reinforcing key messages building credibility <p>17.30 - Communications Case Study</p> <ul style="list-style-type: none"> work on case study deciding pitch structure small group work 	<p>15.30 - Running a Capital Campaign</p> <ul style="list-style-type: none"> feasibility studies campaign stages: private and public linking campaign and other work <p>Or</p> <p>Using Social Media in Fundraising 2</p> <ul style="list-style-type: none"> types of social media trends case studies social media action plan 	

Informal social event

“ Since I completed the School a couple of months ago, we have been re-writing our company business plan – and for the first time ever it includes a fundraising strategy.

Kirsty Thomas, Development Officer, Earthfall Dance



Earthfall Dance

Guest speakers

Each School benefits from the outside expertise of one or more guest speakers. For the 2012 Schools, we are delighted to welcome:



Colin McKenzie, Director of the Charleston Trust, is recognised as one of the outstanding fundraisers for cultural causes in the UK. With a degree in Art History, he worked two years as Personal Assistant, and was then appointed Head of

Fundraising at the **Barbican Centre** at the tender age of 24. He attended one of the earliest National Arts Fundraising Schools, over 20 years ago. He then went on to the **National Gallery** where he was Development Director for 12 years. In 2006 he joined the Charleston Trust.

In his session Colin will explore the differences between working for a very big national brand and working with a tiny team to build up a small cultural project in Sussex. He'll offer practical and real world insights into:

- how to set up a fundraising operation when you're small with limited resources
- how to focus your own energies for maximum results
- how to use your Board and any volunteers effectively

Colin will look at what drives successes and failures – both for major one-off projects and ongoing relationships.



I already had a fair bit of fundraising experience before the School but the six days brought everything together nicely – and then added some gems on top. I feel like my ability to fundraise has been accelerated – and I am now just the right degree of shameless about asking for money!

Amy Lloyd, Participation and Learning Manager, Aspex Gallery



Chris Washington-Sare is a senior consultant for **=mc**. He joined after a fundraising career working with the **Central St Martin's College of Art, Royal Shakespeare Company**, and **Greenpeace International** in Australia.

As Director of Fundraising and Marketing at Greenpeace Australia Pacific, he helped develop their social media activities and was involved in the landmark KitKat campaign, which has become a benchmark in social media protest. Chris will offer a high level session on:

- the different social media techniques and their relative value
- how to link marketing and fundraising in social media
- maximizing returns on a small or tiny budget

He'll also offer insights into what makes successful campaigns – both for the arts and the general charity world.

Ten years on...



Moira Leonard
Development Manager,
Tate Liverpool

It's ten years since I attended the National Arts Fundraising School. At that time I was the Development Assistant at the Lyceum Theatre in Edinburgh and new to fundraising. Now I head up the Development team at Tate Liverpool, one of the largest cultural brands in the UK. And I'm still using the learning I gained all those years ago.



For instance, over the last three years alone we've secured not one but **two six-figure corporate sponsorship deals and almost £1,000,000** from the European Regional Development Fund. These are the largest ever such deals in the history of Tate Liverpool. And for me it all started by going back to School in 2001.

NAFS for me was about a thorough grounding in all the key tools I would need in my future career.

There were core competence tools such as the critical elements to creating a robust strategy, and how to research 'non-natural' sources of funds. Then there were the invaluable add-ons such as *Making your Case*. The session where each group had to deliver a sponsorship pitch was particularly memorable. I'd never done any public speaking at that point and, though in my head I knew it wasn't for real, I can confirm that knees really do knock when you're terrified. Or mine did then, anyway. The fact the presentation was videoed meant I could see instantly the impact my hair flicking

and other habits had on the way I came across. It was not good. And then and there I resolved to stop.

Another light bulb moment for me was the work we did at the School on our USPs – Unique Selling Proposition. It was both funny and scary when our first attempts suggested we were all pretty much trying to sell the same organisation, despite the fact that between us we represented most of the arts and cultural sector. So we each set to work to differentiate ourselves. And then we refined our USP further by developing 'lift pitches'. **Today, being able to describe Tate's unique proposition in a minute or two has proved invaluable** when meeting potential sponsors and donors at conferences, at parties and yes, in lifts.

Over the years, I've not only shared my own learning, I've also encouraged many colleagues to attend the School themselves. It's a huge investment of time and money, whatever the size of the organisation. But **the return is phenomenal not just in the months following, but for years to come**. That, in my book, makes it worth every penny. I don't know of any other fundraising course that's as inspirational, wide reaching and *essential*.



The practical details

Where is the School?

The **National Arts Fundraising School** is held at Dean's Place Hotel, on the edge of the Sussex Downs. It's a demanding week, so when there is a break you'll appreciate the chance to unwind in the comfortable and tranquil surroundings. All of the bedrooms have en-suite facilities, TV and telephone.

How much is the School?

The investment is **£1,785 + VAT**. For the third year running, we're keeping the price of the School the same. This includes five nights' accommodation, all meals and the 350-page **National Arts Fundraising School** handbook, plus a range of electronic back-up materials.

Is it possible to get help to pay for my place?

The **National Arts Fundraising School** is widely regarded within the sector as a sound investment, and each year many participants receive grants from external bodies to help fund their place. Find out more about potential funding opportunities at:

www.nationalartsfundraisingschool.com/funding

Don't forget that your place at the **National Arts Fundraising School** comes with a **unique money-back guarantee**. If you haven't raised a sum at least equal to the course fee within 12 months of completing the programme, we'll refund it. The whole fee.

How do I book my place?

Each year the Schools quickly become fully booked. You can reserve your place in the first instance by making a **provisional booking**. We will hold that place for as long as possible while you arrange funding. There are three ways to book:

1. **Online:** fill out our simple online form at www.nationalartsfundraisingschool.com
2. **By fax:** fax the form opposite to 020 7978 2125
3. **By post:** send the form opposite to **The Management Centre, Freepost, LON 17777, London, SE1 2BA**



NAFS has given me huge confidence in getting out there and 'making the ask'. In the first four months after the School, I secured £4,000 of new funding. Proof that what you say works!

Katie Milton, Head of Development and Administration, Queen's Theatre Hornchurch



We've just had our first £10,000 grant application approved so with that plus several other smaller sums, I have covered my course fee at least five-fold in the eight months since attending — and that's with no prior experience of fundraising!

Jeremy Mitchell, Treasurer and Fundraising, Petersfield Museum

Booking form

The National Arts Fundraising School

- Post this form to: **The Management Centre, Freepost, LON 17777, London, SE1 2BA**
- Fax this form to us on **0207 978 2125**

I would like to book a place on the National Arts Fundraising School:

- 22-27 April 2012**
- 4-9 November 2012**
- Please make my booking provisional

Name:

Job title:

Organisation:

Address:

Postcode:

Telephone:

Email:

- I'm enclosing a cheque for £1,785 + VAT, payable to Second Wave Consulting
- Please invoice me. My purchase order number is:

If you do not have a purchase order number please give a contact name, email address and phone number of your accounts payable team, or the name, email address and phone number of the person at your organisation who has authorised the booking.

Please send / email my invoice to:

Please give details of any specific dietary, access or other requirements below:

I confirm that I accept The Management Centre and Second Wave Consulting's terms and conditions (see below). I am authorised by my organisation to make this booking.

Signature:

Date:

Terms and Conditions

- If you cancel your place more than 28 days before the School, there's no charge.
- If you cancel your place 28 days or less before the School, you have to pay the full fee. You can nominate another participant to come at no extra cost. Or you can transfer to a later date for an administration charge of £100. You cannot transfer a second time or receive a refund after this. Please note, you'll need to pay the fee as well as the transfer charge.
- The Management Centre and Second Wave Consulting reserve the right to cancel a programme at any time without liability. If this happens, you'll be offered an alternative date, a refund or a credit note.



The School was a brilliant insight to the fundraising mindset and process, as well as being an intense learning experience. It's as valuable to someone relatively new to fundraising as it is to those who are more experienced.

Julie Cooper, Co-Director, Charity Shop DJ

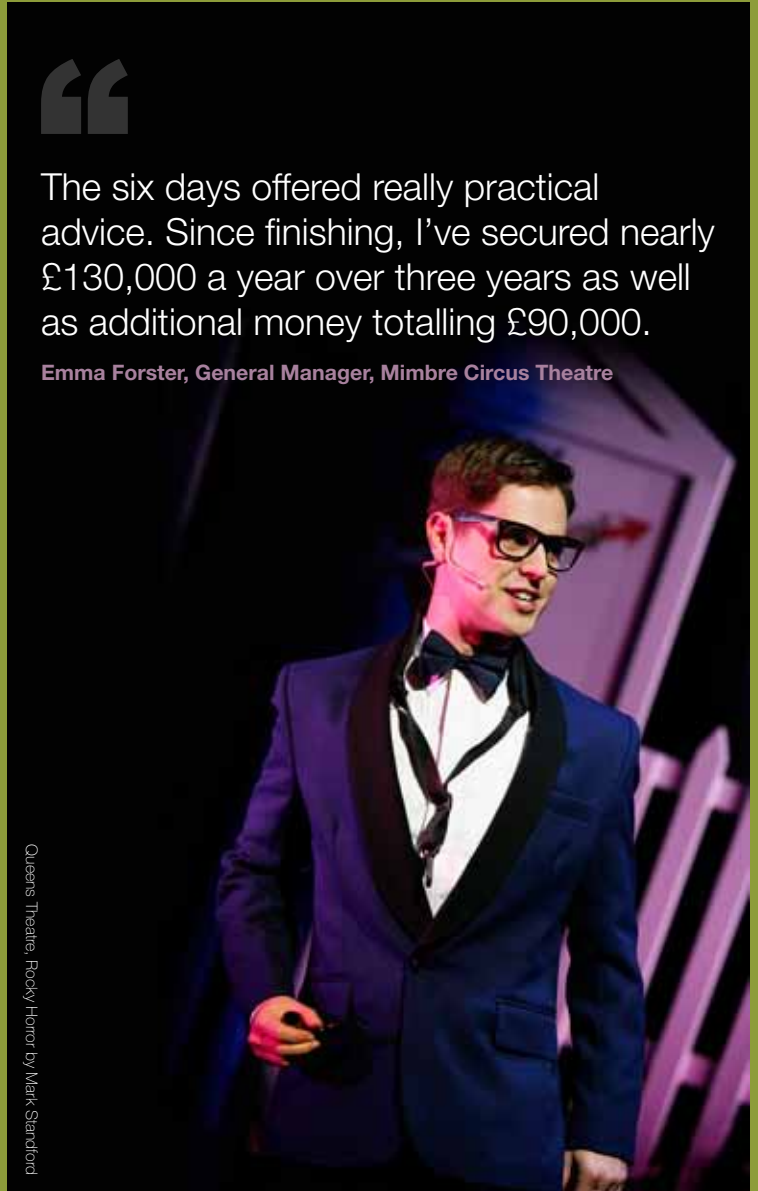
2012 dates:
22-27 April
4-9 November



The six days offered really practical advice. Since finishing, I've secured nearly £130,000 a year over three years as well as additional money totalling £90,000.

Emma Forster, General Manager, Mimbres Circus Theatre

Queens Theatre, Rocky Horror by Mark Standford



www.nationalartsfundraisingschool.com

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