



EXCOM/COs Meeting 2011
Edinburgh, 16,18,19th July 2011

Agenda Item: 10.5
Person Responsible: M. Kennicutt

SCAR Development Council

Executive Summary

Title: SCAR Development Council

Author: M Kennicutt

Introduction/ Background: As part of the restructuring of SCAR, employment of an expanded, Secretariat staff was agreed. One justification for an expansion in administrative staff was that the Secretariat would raise revenues other than those generated by Membership fees to defray the higher costs. The Secretariat has had some success in acquiring funds from external organizations and ICSU. It was also agreed that a committee would be created to assist in these external fund raising efforts. This paper reports on progress toward establishing a “SCAR Development Council”.

Important Issues or Factors: These are difficult times and many philanthropic organizations have seen substantial declines in endowments during the recent financial crisis. The range of organizations that might support SCAR activities and the types of activities that would be of interest is limited. External funds come with additional work for the Secretariat, which is already fully occupied.

Recommendations: Form an initial Development Council based on a regional model of membership. Task the inaugural members with considering the best model for continuation of the Council based on a robust strategy for soliciting external funds for SCAR.

Expected Benefits/Outcomes: A successful Development Council would supplement the SCAR budget beyond membership fees and increase organizational financial capacity.

Partners: Partnerships with other polar organizations on common goals will be considered as a facet of an overall fund raising strategy.

Budget Implications: Funds for one face-to-face meeting/year (\$5-8k). Initial work will be conducted electronically.

SCAR Development Council

The SCAR Strategic Plan 2011-2016 calls for the formation of a committee tasked with identifying sources of external funds and developing a strategy to diversify SCAR's financial resources beyond membership fees. This paper provides an update on establishing this committee and initial thoughts on membership and terms of reference.

Terms of Reference

The mandate for a committee, referred to as the Development Council, is to develop a strategy to solicit funds to partially fund SCAR activities from external organizations. The Council is expected to identify opportunities to supplement SCAR's base income derived from national membership fees.

Draft Terms of Reference

1. Consider various organizational models for development councils or groups for organizations like SCAR with similar goals and evaluate their applicability to SCAR.
2. Identify the types of promotional materials that are needed to represent SCAR to external organizations and recommend development of advertising materials.
3. Identify those aspects of SCAR's mission that have the highest likelihood of resonating with external funders (capacity building, training, education and outreach, early career, etc.).
4. Build a library of potential organizational targets for solicitation of funds with profiles.
5. Identify the advantages of partnering with other organization in fund-raising efforts and identify those partners that bring the greatest added value to the efforts.
6. Consider the membership of the group and how it might be adjusted to greatest impact in regard to the organizational model recommend from item 1.
7. Choose a few high probability targets and develop solicitations for funds once items 1 to 6 have been addressed.
8. Make recommendations regarding the formation of a second generation Development Council, including terms of reference and membership.

Initial Membership

As SCAR's reach and membership is world-wide, it is recommended that the initial model for the Development Council include representation from the major regions of the world in which SCAR members reside. This approach also recognizes that opportunities for funding are often regionally or even locally targeted and that local language expertise will often be essential to success.

Initially the committee will include broad geographical representation to capitalize on opportunities in all regions of the world, provide lingual diversity, and ensure wide participation by the SCAR community. Broad representation will also bring insights into regional and local fund raising opportunities. In addition, several Council members will be selected with expertise and experience in soliciting external funding from non-governmental organizations and Charities. Suggested initial distribution of membership:

Geographic Representation:

1. Honorary Chairperson (high profile individual)
2. SCAR Secretariat (Executive Director)
3. Chairperson (initially SCAR President)
4. North America (USA)

5. Africa (SA)
6. Scandinavia (NOR, SWE, FIN)
7. Western Europe (UK, ITAL, GER)
8. Russia/Eastern Europe (BUL, RUS)
9. Mideast (IND)
10. Southern Hemisphere (AUS, NZ)
11. Pacific Rim (JPN, CHINA, KOR)

Experts:

1. Foundations
2. High profile individuals, potential large donors, and others