



THE UNIVERSITY
of ADELAIDE

ELDER CONSERVATORIUM

Sustaining and enhancing value, in perpetuity

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ELDER CONSERVATORIUM

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CORE VALUES

- To be the curator of top quality teaching and performance in classical music for South Australia; and to be a magnet for music students statewide, interstate and internationally.
- To promote musical literacy and classical education to all South Australian children, regardless of financial circumstances and background.
- To nurture and develop young musicians who can compete successfully for awards and prizes on the world stage, as individual performers and for positions in leading orchestras, ensembles and operatic companies.
- To be a flagship for the Arts at the University of Adelaide.
- To enshrine, in perpetuity, the Conservatorium's rank and reputation among the very best musical academies in Australia and worldwide.



Part 1 BACKGROUND, CHALLENGES AND PROPOSALS

Section 1: INTRODUCTION AND CONTEXT

The aim of this document is to deliver a development plan to secure the Elder Conservatorium's position as a leading academy of music within Australia, in perpetuity.

As the primary provider of education in mainstream classical music and quality performances, the survival and success of this historic institution is of paramount importance to the University of Adelaide and South Australia.

The challenge to sustain and enhance the Conservatorium in a globally competitive environment where funding is severely rationed, requires a long-term development plan that includes a significant element of permanent endowment.

Outline and methodology

This plan sets out a roadmap that delivers enduring solutions for Elder, rather than “firefighting” challenges as they arise. It is to create an operational and financial framework that will maintain its standing in the face of intense competition and a volatile economic environment.

The document identifies the challenges to be faced and proposes an eight-point funding plan that will, through endowment gifts, deliver gold-standard outcomes, in perpetuity. From projected financial costs of implementing the plan, a corresponding endowment sum is targeted over a ten-year period, offering bite-sized giving options, not only securing an important part of the mix, but also contributing to the permanent success of the whole.

Historic and current context

From its beginnings, the Elder Conservatorium of Music was modeled on the traditional European-style academy, the rich heritage and aspirations of which it maintains and cherishes today.

The Con, as it is affectionately known, has grown in prestige, size and scope to become a truly Australian, 21st century music training institution. It was the first in the country - one of the oldest in the Southern hemisphere - and is regarded as the heart of South Australia's musical culture.

The institution boasts one of the most powerful and wide-ranging curricula in the country, teaching music performers, creators, educators and researchers across a wide variety of styles and genres including instrumental and vocal classical, jazz, popular and Indigenous Australian music and, most recently, Music Theatre. Its overriding and predominant commitment, however, is to preserve education and performance of classical music at the very highest level.

Serious vulnerabilities were evident in 2015 when State Government budget cuts necessitated retrenchments and consolidation. Reacting swiftly to protect core bachelor degree courses and, in particular, one to one teaching, the Con has emerged largely unscathed; but the events have highlighted potential dangers and the necessity to protect its future through independent funding.

This development plan sets out a roadmap that leads to enduring solutions for Elder, rather than “firefighting” challenges as they arise. It is to create an operational and financial framework that will maintain its standing in the face of intense competition and a volatile economic environment.



Section 2: DEVELOPMENT CHALLENGES AND PROPOSALS

The development challenges are centered most notably, but not exclusively, on the classical genre to underwrite each stage of the Elder pathway (see below) to a gold standard, dispensing forever with the trials and uncertainties of 2015.

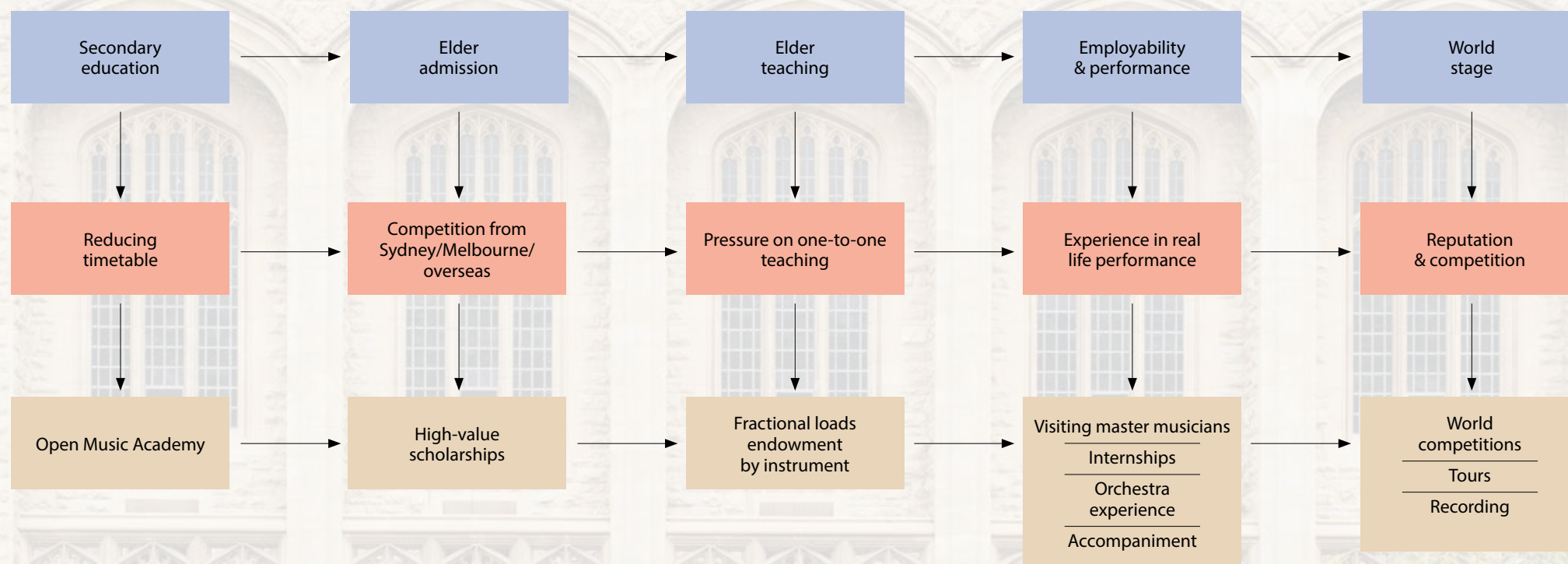
They are to safeguard the quality and quantity of eligible students, teaching them, offering maximum experiential

opportunities, and ultimately producing musicians who can compete for awards and employment in musical companies worldwide.

From this follows a plan that addresses both challenges and opportunities, including financial, equally within the School and in the external environment. Put simply, it is not feasible just to stand still in this space. The Conservatorium will either progress or decline.

Outlined below are the eight challenges facing the Conservatorium; and the corresponding development proposals that will secure its world ranking, in perpetuity. It necessitates a funding program that can be costed, both for its individual elements, but also for the Conservatorium as a whole. The specific points of action are listed below, while individual gift options to support the program are listed in Figure 11.

ELDER ENDOWMENT PATHWAY



Challenge 1: TEACHING AND LEARNING

Maintaining an elite program of time intensive, individualised training is essential to producing musicians of the appropriate skill level to gain best employment opportunities. Centrally positioned in the pathway, therefore, are teaching quality and teaching ratios.

A key feature in maintaining the breadth, quantity and quality of teaching hours has been the use of fractional loads, whereby top-class professional musicians, who are often based with the Adelaide Symphony Orchestra and other major ensembles, teach at the Conservatorium for one or more days per week.

This allows professional musicians to maintain their permanent orchestral or ensemble position, and to tour nationally and internationally as required; but also to provide students with the best possible tuition and musical experience. While there are a number of permanent teaching staff across most key areas, the connection with currently performing, high-profile musicians is a drawcard for students, and essential for giving them an understanding of the professional music world and current connections within it.

Underwriting these posts, through ring-fenced endowment, must be an absolute priority of a development plan to ensure there is no compromise in the quality of an Elder Conservatorium education.



Proposal

To underwrite six tenured fractional teaching posts in perpetuity.

These are targeted at positions with between 20-60% teaching loads, covering the broad areas of musical disciplines where one-to-one contact is important; and where the numbers of students merit such an appointment. These will include Oboe, Double Bass, Orchestral Brass, Clarinet, Violin and Bassoon. A ring-fenced endowment will ensure the individual teaching of mainstream instruments will always be available to students; and sheltered from any budgetary pressure.

Figure 1: Elder Pathway Fractional Teaching Endowment Fund

Average Load	Number of posts	Average salary	Cost pa	Endowment cost
0.4	6	\$50,000	\$300,000	\$6,000,000

The endowments required for individual costs are listed again in Figure 11 on page 14, but a total of \$6 million, not only delivers protection for the Elder Pathway, but also releases funding to other parts of the plan.

Challenge 2: ADMITTING AND RETAINING BEST STUDENTS

Securing the Elder Pathway requires more than just good teaching. The realities of tertiary study in contemporary Australia mean that students are often obliged to take part-time work to cover fees and living costs.

For aspiring instrumentalists and singers, the time requirements of this kind of work detract from their ability to practice at a level essential to meet the demands of the incredibly competitive world of the professional musician.

Individual instrumental and vocal scholarships enable students to devote themselves to their study and practice at this critical time in their professional development. Adelaide currently lacks the scholarship resources of its interstate competitors and, as a result, has lost a number of promising young musicians, not for the lack of good teachers or training opportunities, but simply for want of competitive scholarships on offer.

Granting financial assistance to any student who qualifies under means-tested criteria, and thereby bringing up to minimum living levels, will encourage talented students into the admissions pool who may not otherwise have contemplated entry. Beyond that, the accumulation of a scholarship endowment fighting fund will underwrite an intake from the best in Australia.

Proposal

To build a substantial scholarship fund offering awards comparable to the best in Australia.

A scholarship will provide the incentive to join the Conservatorium where there is a choice between studying elsewhere or, because of restricted means, not at all. In a

Part 1 : BACKGROUND, ASSESSMENT AND PROPOSALS

similar way, they can incentivise students to remain at Elder, when it comes to their honours, masters and doctoral studies. It is important that scholarships can be flagged at point of entry and other decision points and, where expedient, for particular instrumental disciplines.

The development plan proposes, therefore, to build over a ten year period an endowed and targeted scholarship pool comprising, annually, six undergraduate, five honours and nine PhD awards.

Figure 2: Elder Pathway Competitive Scholarship Fund

Scholarship type	Award value	Awards pa	Annual cost	Endowment cost
Undergraduate	\$10,000	6	\$180,000	\$3,600,000
Honours	\$15,000	5	\$75,000	\$1,500,000
Master/PhD	\$30,000	3	\$270,000	\$5,400,000
Total		14	\$525,000	\$10,500,000

The scholarship rates listed in Figure 3 will be competitive with other music academies, and require a total \$10.5 million endowment to account for all categories.



Challenge 3: OUTREACH (SUSTAINING THE FLOW)

In addition to offering financial assistance to attract and retain the best students, there is an equal and urgent need for positive intervention to ensure a competitive number of able students entering the Pathway through primary and secondary sectors.

In many schools, a lack of timetable space in a crowded curriculum, negative stereotypes around classical music, and a shortage of musically trained teachers have seen a downward trend in the number of quality students coming into the admissions pool.

The decline in classical music in schools, particularly in outlying regions of South Australia, creates an imperative that Elder promotes musical literacy and teaching throughout the State, and not just within the confines of tertiary academia. The Conservatorium already engages in outreach through school performances and visits, open rehearsals and public advocacy. But there is now an urgent need for more direct involvement.

The State Government has acknowledged this crisis and in 2018 has tasked the current Director of the Elder Conservatorium and the Managing Director of the Adelaide Symphony Orchestra with creating a strategy to address it.

In February 2018, therefore, Elder opened its doors to students of all ages through the Conservatorium of Open Music Academy, offering students high quality tuition in classical music performance, with a key purpose being community outreach.

While generous donations have supported the Open Music Academy during its set-up phase, sustainable funding must be part of an integrated development plan that shores up the

supply of high calibre students coming into the admissions pool. It cannot be ignored if the Conservatorium is to attract a critical mass in terms of quantity and quality of student intake.

Proposal

To promote the Open Music Academy, through scholarships and bursaries to secondary students prior to University entrance.

Supported by the State Government and other stakeholders, Elder is committed to absorbing the cost of the Director and appropriate administrative support at \$50,000 and \$36,000 per annum respectively. Beyond that there is a clear need to offer bursaries and scholarships to support instrument and music hire and travel assistance, as well as fee-waiver for students qualifying for means-tested assistance.

Figure 3: Open Music Academy Pathway Endowment Fund

	Number pa	Cost Per student	Cost pa	Endowment Cost
Scholarships	15	\$1,200	\$18,000	\$360,000
Bursaries	15	\$750	\$11,250	\$225,000

To this end, an endowment fund of \$585,000 would cover up to 15 bursaries and scholarships aimed at attracting existing and potential music talent to develop into future Elder students.

Challenge 4: EXPERIENCE, OUTCOMES AND EMPLOYMENT

Employability and opportunities for graduates coming out of the Conservatorium are factors that will have significant impact on its standing and reputation.

Success for students in national and international competitions, employment in orchestras, ensembles and opera companies are dependent on gaining real life experience as well as a first-class education.

This requires workshops and masterclasses delivered by world-class visiting artists. Adelaide's relative remoteness from standard international touring circuits means it is harder to bring in the experience of international master musicians and teachers. The value of such visitors to students' development is impossible to overstate, and funds to attract visiting artists of this calibre are always needed.

Similarly, internships at relevant performing arts organisations build solid links to the profession and offer real world work experience. In the past, internships have been offered with a number of performing bodies including the State Opera of South Australia and the Adelaide Symphony Orchestra; but much more is needed. With further funding, it would be possible to consolidate partnerships with these organisations, as well as with a range of professional arts organisations to maximise the opportunities for development and employment.

Proposal

To offer students the necessary real-life exposure outside classroom, broadening their musical perspective through master classes, workshops and internships.

To fund a visiting Professor for a semester (12 weeks) including honorarium, accommodation and meals will total around \$20,000. The development plan would look for a maximum of one visitor per semester to cater for different disciplines over time at Undergraduate, Masters and PhD level.

To build internship partnerships with South Australian orchestras, festivals and other musical bodies, including supervision and student travel costs to workplaces essential for a world class academy.

Figure 4: Elder Pathway: Experiential Learning and Employability Fund

	Cost per visit	Visits pa	Annual cost	Endowment cost
Visiting master musicians	\$20,000	3	\$60,000	\$1,200,000
Internships	\$500	30	\$15,000	\$300,000

At \$500 per internship for 30 students per annum, a ring-fenced endowment fund of \$300,000 would cover the total need.

Adelaide's relative remoteness from standard international touring circuits means it is harder to bring in the experience of international master musicians and teachers. The value of such visitors to students' development is impossible to overstate, and funds to attract visiting artists of this calibre are always needed.

Challenge 5: TRAVEL AND INTERNATIONALISM

For any musician with aspirations to perform on the world stage, access beyond Australia’s shores is essential.

Students are encouraged to participate in short-term study and supervised study tours overseas. This can offer the experience of concerts with the world’s top orchestras, workshops, lectures and masterclasses.

Overseas study tours are already available for selected students, but the cost is high and not affordable to many.

Proposal

To offer exposure to interstate and international environments through travel scholarships for study, exchanges and tours.

The ability to offer financial assistance for student travel and study, on needs and merit based criteria, would be both a major draw for students to attend the Con, but also significantly add to their real-life experiences and employment trajectory. This fund can be broadly applied to short-term approved study overseas or to offset costs for credit-bearing study tours. Awarding 30 scholarships a year at \$3000 each can be fully covered in perpetuity with an endowment of \$1.8 million. Scholarships for international enrolments will also reap benefit by bringing a number of exceptionally able musicians to the Con and also building international partnerships.

Commencing with one international scholarship each year at \$20,000 per annum, an endowment fund of \$1.2 million will cover a prestigious award.

The international profile of the Con will be significantly enhanced by undertaking national and international tours.

Figure 5: Elder Pathway International Endowment Fund

International engagement	Value Per award	Number pa	Cost pa	Endowment cost
Travel Scholarships	\$3,000	30	\$90,000	\$1,800,000
Overseas student scholarships	\$20,000	3	\$60,000	\$1,200,000

Tours	Cost Per tour	Frequency pa	Cost pa	Endowment cost
Major (every third year)	\$110,000	.33	\$36,300	\$726,000
Regional (every second year)	\$15,000	.50	\$7,500	\$150,000

A Commonwealth tour for a small ensemble could cost as little as \$15,000. However, a large ensemble overseas could reach \$100,000. An Elder Touring Fund of \$875,000 would endow a small ensemble every second and a major international tour every third year.



Challenge 6: FRONTIERS AND DIVERSITY

While the Conservatorium takes on the battle to preserve and promote the performance of classical and jazz music, it is nonetheless essential to be at the cutting edge of technological developments in contemporary music and the understanding and proliferation of Indigenous music through CASM.

Sia Furler

The Sia Furler Institute for Contemporary Music and Media leverages the emerging world of technology by driving innovation and entrepreneurship in music, media and creativity, with goals to create Australia’s most progressive, outward-facing Arts Faculty. Further support for a permanent director and industry internships would enable the Sia Furler Institute to increase activities and opportunities for students.

CASM

The Centre for Aboriginal Studies in Music (CASM) offers state-of-the-art learning and sound recording facilities for Australian Indigenous music students seeking access to the University through a Foundation Year program. With additional funding for CASM, there is potential to increase music outreach to Indigenous secondary school students and the wider Indigenous community, offering scholarships, specialised research training in Australian Indigenous music and languages, and travel.

Proposal

To develop further the Sia Furler Institute and CASM, funding is sought on a project by project basis as new initiatives emerge.

In the first instance, the Institute would benefit from a further 20 internship and industry links at an annual cost of \$10,000



(\$200,000 endowment). With the Director's remuneration currently funded on a fixed term basis, a \$2 million endowment fund would secure it in perpetuity.

Figure 6: Elder Pathway Contemporary Music Endowment Fund

Sia Furler	Students pa	Cost per student	Annual Cost	Endowment cost
Internships	20	\$500	\$10,000	\$200,000
CASM	N/A	N/A	\$10,000	\$200,000

To support CASM through funding short period Indigenous scholarships and research at an annual cost \$10,000, an endowment fund of \$200,000 will underwrite this.

Challenge 7: PERFORMANCE

The provision of regular and quality performances is an important function of a mainstream musical academy, to showcase its work and the achievement of students and teachers.

Presentation and promotion of these concerts, while essential to student development and community engagement, are again outside government funding models and are not covered in the University's core teaching and research budget.

Individual performers are similarly constrained by the cost of hiring an accompanist and audio engineer to record their concerts.

Proposal

To set up a Pathway to Fame Endowment Fund to assist advanced Elder musicians with performance expenses and preparation for competitions.

These may include paying for an accompanist, travel and even focussed tuition in the lead up to a prestigious competition on the national or world stage. It may also be used to pay for performance accompaniment and other expenses which make it difficult for young musicians to get into the public eye.

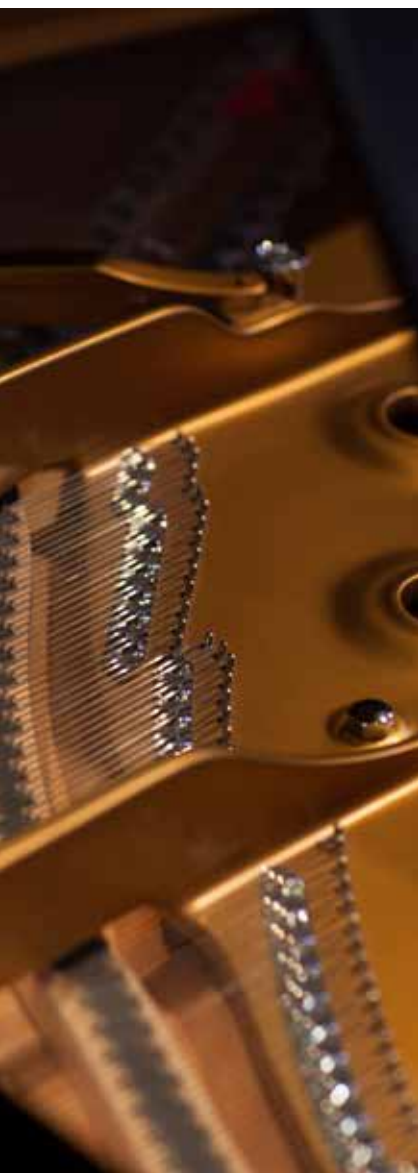
Figure 7: Elder Pathway to Fame Endowment Fund

	Students pa	Cost per student	Cost pa	Endowment cost
Post graduate students	10	\$5,000	\$50,000	\$1,000,000

Focussed on high-calibre postgraduate students, an endowment of \$1 million would cover \$5,000 of performance costs for ten aspiring musicians at the beginning of their careers.

Success for students in national and international competitions, employment in orchestras, ensembles and opera companies are dependent on gaining real life experience as well as a first class education.





Challenge 8: FACILITIES AND FABRIC

Facilities are a high cost element associated with a music academy. They range from musical instruments for students who struggle to afford their own, to recording equipment and performance buildings.

The cost of good instruments is often beyond the financial capacity of young students (for instance, the cost of a serviceable new cello, bow and hard case for the semi-professional student will cost more than \$10,000); and the purchase and maintenance of loan instruments is a considerable annual expense. A sinking fund for capital purchases will ameliorate “firefighting” needs as they arise, and will provide additional resources to make immediate acquisitions possible.

Proposal

To set up a permanent loan scheme to assist students with instrument costs

The provision of student orchestral strings, winds – oboe, bassoon and brass would require a one off purchase cost of approximately \$80,000 total, then loan instrument repair/ maintenance/replacement costs at \$20,000 per annum.

Figure 8: Elder Pathway Instrument Support Endowment Fund

	Students pa	Cost per student	Cost pa	Endowment cost
Post graduate students	10	\$2,000	\$20,000	\$480,000

An aggregate contribution of \$480,000 would add an important incentive for students of lesser financial means to undertake study at the Con.

Figure 9. ELDER PATHWAY ENDOWMENT PLAN: SUMMARY OF PROPOSALS

Proposal	Number	Annual cost	Endowment cost
Teaching			
Fractional teaching	6 posts	\$300,000	\$6,000,000
Scholarships			
Undergraduate	18	\$180,000	\$3,600,000
Honours	5	\$75,000	\$1,500,000
Masters/ Phd	9	\$270,000	\$5,400,000
Open Music Academy			
Bursaries	15	\$18,000	\$360,000
Scholarships	15	\$11,250	\$225,000
Experiential, performance, employability	(domestic)		
Visitng Master musicians	3	\$60,000	\$1,200,000
Internships	30	\$15,000	\$300,000
Experiential, performance, employability	(international)		
Travel Scholarships	30	\$90,000	\$1,800,000
Overseas student scholarships	3	\$60,000	\$1,200,000
Tours	0.33/0.5	\$43,800	\$876,000
Sia Furler			
Interns	20	\$10,000	\$200,000
CASM			
Scholarships	1	\$10,000	\$200,000
Pathway to Fame	10	\$50,000	\$1,000,000
Musical Instrument endowment	1	\$20,000	\$400,000
TOTAL		\$1,203,050	\$24,261,000



The Elder Conservatorium Development Plan is driven by the determination to underwrite its core values in perpetuity, both enhancing the standing and reputation of the University of Adelaide and contributing to the economic and cultural prosperity of the community in South Australia.

Through rigorous analysis, the plan identifies critical points along the Elder Pathway (page 4), that will be key to delivering this goal. These are summarised in the table opposite bringing together eight proposals, with a total endowment cost of \$24 million, which will secure its quality, reputation and ranking as a world player in the field.

Part 2

FUNDRAISING TARGETS AND GIFT OPTIONS

Section 3: SETTING FUNDRAISING TARGETS AND TIMELINES

Summarised in Figure 9 on page 10, the Elder pathway development plan, in its entirety, will require an additional income flow of \$1.25 million per annum, or an endowment sum \$24.5 million to secure it in perpetuity.

The time frame for achieving a perpetuity solution must match aspiration with realism; and Figure 9 below offers three scenarios for an eight, ten and twelve year time frames, approximating to a \$3 million, \$2.5 million and \$2 million annual fundraising target respectively.

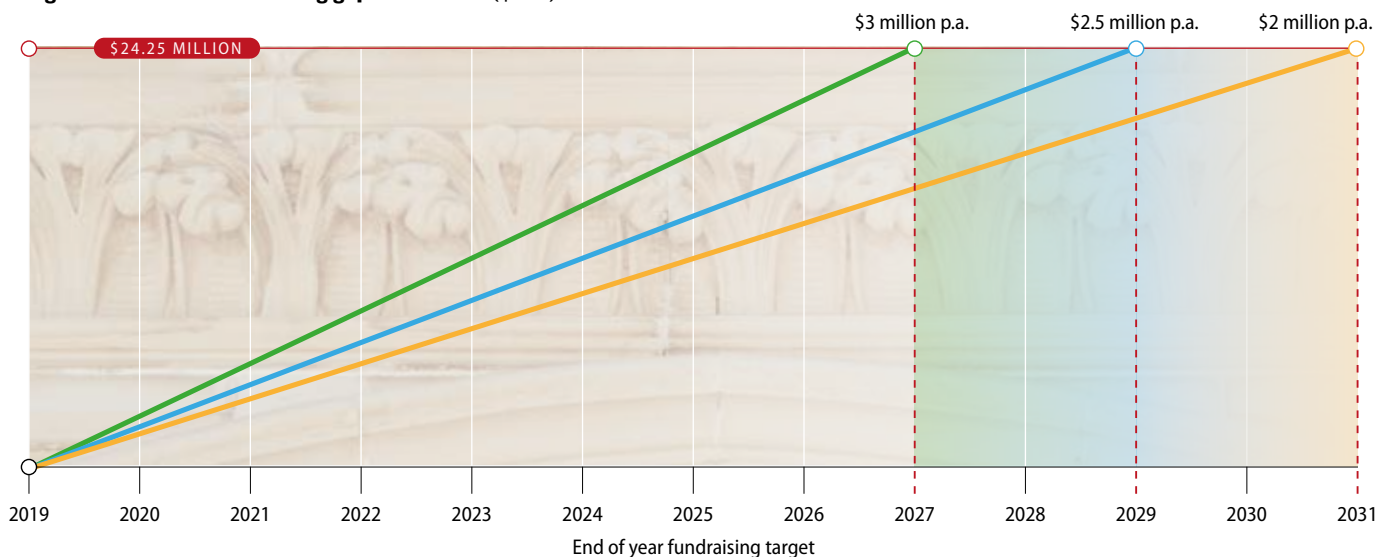
As can be seen from Figure 9, the benefits will start to feed through into different aspects of the Con's program from the

first year onwards, with a cumulative benefit accruing steadily over the period, but lasting for ever.

The cumulative element of endowment is crucial to making gifts permanently significant both to particular areas of the plan with which donors feel resonance, and contributing to Elder as an institution.

Clearly the aspiration is to achieve a perpetuity solution in the minimum possible period. But the cumulative nature of endowment allows a variable timeframe, within parameters which are not significantly affected by the time value of money. Beyond a twelve year limit, the inflation adjusted funding required may increase faster than the annual amount raised, to the effect of chasing an ever-widening gap.

Figure 10: Elder annual funding gap break-even (\$000)



Section 4: GIVING AND GIFT OPTIONS

The targets above set the holistic requirement for the whole institution in perpetuity; but fundraising strategy will be directed towards individual elements of the whole.

The following section offers giving options that can have a direct impact on particular parts of the plan with which donors may find an association but they will also make a contribution to underwriting the Conservatorium in its entirety.

Bite-sized endowment

Bite-sized endowment combines significance with affordability by breaking down the budget into key functions (see Figure 11) which are both essential to the development program, and also have resonance with Alumni and supporters. Rather than giving to an unrestricted fund, with little evidence of personal impact, it is possible to identify

with a particular area of interest, whether it be individually or as one of a number of other gifts.

It is particularly appropriate for giving in cohorts of \$25k (Board of Benefactor level) as well as for larger single endowments which may carry naming opportunities. Crucially, however, gifts are sought only for functions within the development plan which, though ring-fenced, are also directly contributing to the whole.

The bite-sized options are listed in Figure 11, along with the number of Board of Benefactors gifts. However, the list is not exclusive and any gift to any part of the Elder, with which a benefactor may feel association, will fulfil the same function of ring-fenced support, reducing the funding gap and ultimately underwriting the whole. The fungibility of money means that endowment of any individual area within the plan will have an additional higher-level impact.



The cumulative element of endowment is crucial to making gifts permanently significant both to particular areas of the plan with which donors feel resonance, and contributing to Elder as an institution.

Part 2 : FUNDRAISING TARGETS AND GIFT OPTIONS

Figure 11: Bite-sized endowment giving table

ENDOWMENT BITE-SIZES	Number	Annual	Endowment	Donor base		Gift	After tax equivalent		After tax equivalent		Gift per annum	
				one	B of B		Donor base one		Donor base B of B		Over five years	
Tenured Instrument teaching*		cost	cost			B of B	37%	45%	37%	45%	One donor	B of B
20% of FTE (Double Bass)	1	\$23,100	\$462,000	1	15	\$25,000	\$288,750	\$254,100	\$15,750	\$13,750	\$92,400	\$5,000
40% of FTE (Orchestral Brass, Clarinet, Oboe)	3	\$46,200	\$924,000	1	30	\$25,000	\$577,500	\$508,200	\$15,750	\$13,750	\$184,800	\$5,000
50% of FTE (Cello)	1	\$57,500	\$1,155,000	1	55	\$46,000	\$727,650	\$635,250	\$15,750	\$13,750	\$231,000	\$5,000
60% of FTE (piano)	1	\$69,300	\$1,386,000	1	40	\$25,000	\$866,250	\$762,300	\$15,750	\$13,750	\$277,200	\$5,000
Scholarships												
Undergraduate	18	\$10,000	\$200,000	1	8	\$25,000	\$125,000	\$110,000	\$15,750	\$13,750	\$40,000	\$5,000
Honours	5	\$15,000	\$300,000	1	12	\$25,000	\$187,500	\$165,000	\$15,750	\$13,750	\$60,000	\$5,000
Masters/ Phd	9	\$30,000	\$600,000	1	25	\$25,000	\$375,000	\$330,000	\$15,750	\$13,750	\$120,000	\$5,000
Experiential, performance, employability (domestic)												
Visiting Master musicians	3	\$20,000	\$400,000	1	16	\$25,000	\$250,000	\$220,000	\$15,750	\$13,750	\$80,000	\$5,000
Internships	30	\$500	\$10,000	1	1	\$10,000	\$6,250	\$5,500	\$6,300	\$5,500	\$2,000	\$2,000
Experiential, performance, employability (international)												
Travel grants	30	\$3,000	\$60,000	1	3	\$25,000	\$37,500	\$33,000	\$15,750	\$13,750	\$12,000	\$5,000
Tours and recordings	0.3	\$51,300	\$1,026,000	1	40	\$25,000	\$641,250	\$564,300	\$15,750	\$13,750	\$205,200	\$5,000
Overseas student scholarships	3	\$20,000	\$400,000	1	16	\$25,000	\$250,000	\$220,000	\$15,750	\$13,750	\$80,000	\$5,000
Sia Furler												
Interns	20	\$500	\$10,000	1	1	\$10,000	\$6,250	\$5,500	\$6,300	\$5,500	\$2,000	\$2,000
Director	1	\$100,000	\$2,000,000	1	80	\$25,000	\$1,250,000	\$1,100,000	\$15,750	\$13,750	\$400,000	\$5,000
CASM Director	1	\$137,599	\$2,751,975	1	1	\$2,751,975	\$1,719,984	\$1,513,586	\$1,733,744	\$1,513,586	\$550,395	\$550,395
Pathway to Fame												
Post grad students	10	\$5,000	\$100,000	1	4	\$25,000	\$62,500	\$55,000	\$15,750	\$13,750	\$20,000	\$5,000
Musical instrument assistance fund	\$80,000+ 1	\$20,000	\$400,000	1	16	\$25,000	\$250,000	\$220,000	\$15,750	\$13,750	\$80,000	\$5,000
Open Music Academy												
Scholarships	15	\$1,200	\$24,000	1	1	\$25,000	\$15,000	\$13,200	\$15,750	\$13,750	\$4,800	\$5,000
Bursaries	15	\$750	\$15,000	1	1	\$25,000	\$9,375	\$8,250	\$15,750	\$13,750	\$3,000	\$5,000



Bite-sized endowment combines significance with affordability by breaking down the budget into key functions which are both essential to the development programme, and also have resonance with Alumni and supporters.

Part 2 : FUNDRAISING TARGETS AND GIFT OPTIONS

Section 5: ENDOWMENT GIFT OPTIONS

The bite-sized options in Figure 11 show the annual and endowment cost for individual elements of the development plan and the number of Board of Benefactors' gifts required to cover them.

The after-tax cost of a gift is also indicated, both for a single individual endowment and Board of Benefactors' level and the corresponding annual instalments for gifts spread over five and eight years.

As may be expected, most of the bite-sized categories relate to people, either student or staff; the two largest overall being tenured fractional posts and scholarships at different levels. These are probably also the most in need of ring-fenced security; but support for any area is shoring up the whole. Both categories are ideal for giving cohorts and individual gifts from benefactors who wish to support the quality experience of an Elder education and successful outcomes for its students.

To guarantee permanent positions, the two director roles (CASM and Sia Furler Institute), are more appropriate for a single naming gift. At the other end of the scale, at least two internships can be covered by a single Board of Benefactors' gift to the Elder Experiential Learning Fund.

All gift options are making a serious contribution to the quality of Elder on a permanent basis. The Board of Benefactors' program offers affordable gift options at different bite-sizes to make significant impact.

Section 6: SPENDABLE GIFT OPTIONS

Over the period, there will be financial needs on an ad hoc basis to cover situations in the short-term.

These may include a particular hardship case where support will solve an immediate problem. Though some of these can be accounted for with small gift targeted appeals, spend-down gifts will be factored into annual targets, ideally as an unrestricted sinking fund, to address problems as they arise. A \$50k gift each year would probably suffice for such eventualities.

Further spend-down gifts will be required to set up the Pathway Instrument Endowment Fund, after which additional endowment will be sought to sustain an essential part of the program assisting many students for whom affordability is a serious issue.

Long-term, as yet uncertain, plans to build a green room for the Elder Hall, may in time require an additional capital campaign of around \$2 million.



Section 7: SMALLER GIFT OPTIONS

Although the Elder Pathway cannot be successfully completed without support from a number of major individual gifts, the importance of a high volume of smaller donations, year on year, is paramount. Any gift to any part of the whole, whatever the amount, reduces the funding gap and helps the Elder deliver its core values.


However, it is important to identify, for all benefactors, a tangible and significant result of their generosity; and it is encouraged that small gifts should be allocated collectively to a specific area of general importance and approval, such that the total contribution makes a substantial difference.

Section 8: YOUNG ALUMNI GIFT OPTIONS

The University-wide Young Alumni Network engages students under the age of 35 with a special program of events, both social and networking.

The introduction of an early giving campaign with matched funding for any graduate who donates \$5 per month or more, within five years of leaving, is expected to be introduced by December 2018.

As with the Small Gifts Program, a large number of such gifts can be influential, and crucially enhance a lasting support in years to come. Elder will feature as a beneficiary of this program, although its precise configuration is not yet determined at the time of writing.



The decline in classical music in schools, particularly in outlying regions of South Australia, creates an imperative that the Elder promotes musical literacy and teaching throughout the State, and not just within the confines of tertiary academia.

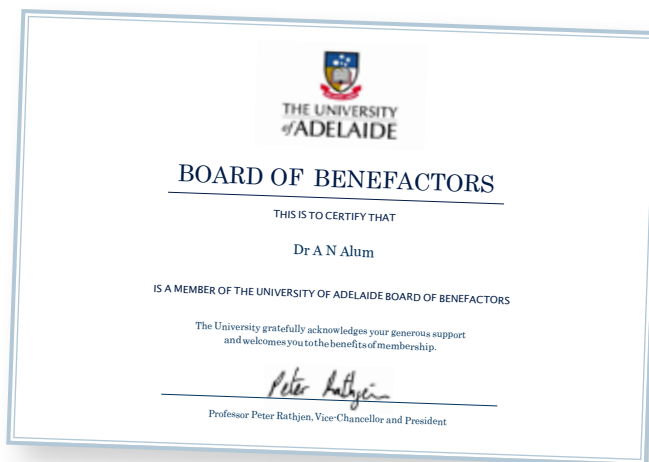
Part 2 : FUNDRAISING TARGETS AND GIFT OPTIONS

Section 9: LEGACY GIFT OPTIONS

The University of Adelaide formed the Hughes Society to recognise the generosity of alumni and friends who have indicated their intention to leave a legacy.

A legacy indicates a wish to protect forever what we value most. By its nature, donors will no longer be there to witness their contribution. Any compensation therefore comes in the knowledge that it will secure a most worthwhile cause of great importance. Thus a legacy is not just for the next refurbishment or decade; it is to endow forever some part of what we hold most dear in the work and fabric of the University.

Within those parameters, there could be no better destination for a bequest than the Elder Conservatorium. Its contribution to students, the wider University, Adelaide audiences and further afield, and its influence on South Australia's cultural health makes it a natural focus for bequests.



Section 10: BOARD OF BENEFACTORS' GIFT OPTIONS

The Board of Benefactors recognises alumni and Friends of Elder (and the wider University) who have made donations (cash or pledge) of more than \$25,000.

The Board has a dual purpose in that it is both a recognition of a major contribution to the Development Pathway, often in lieu of naming opportunities if the gift is one of a cohort; but also a vehicle for participation in the Conservatorium's future. It is hoped that it will encourage an ongoing interest, as well as a willingness to offer advice, connections and continuing support.

Board of Benefactors' Members are invited to the biennial *Benefactors' Festum* in Adelaide and the Sydney/Melbourne *Benefactors' Receptio et Oratio* in alternate years, to which they can also bring their spouses/partners and a friend or two. They are also invited to smaller gatherings, dinners, talks and exhibitions. Benefactors also receive a certificate of recognition, signed by the Vice-Chancellor.

The Board of Benefactors is a recognition of major giving which, on account of the eligibility for giving over time, is both inclusive in opportunity and significant in outcome.

Part 3 CONCLUSION AND APPENDICES

Appendix 1:
**STAYING CONNECTED:
ALUMNI AND FRIENDS OF THE ELDER CON**

Appendix 2:
MAKING A GIFT TO THE CONSERVATORIUM

CONCLUSION

The Elder Conservatorium Development Program is driven by the School's determination to underwrite its core values in perpetuity. That includes a major contribution to the experience, outcomes and future of its students; championing the Arts at the University of Adelaide; and promoting the cultural health and reputation of South Australia and, more widely, the Commonwealth. Achieving this is contingent on self-sufficiency and the ability to make sound decisions for the long term rather than 'firefighting' problems as they arise.

To that end this document has presented an open, transparent portrayal of Elder, how it is funded and what is needed to sustain and better its special standing. Elder cannot deliver the highest possible standards without external support, particularly from its alumni and friends, many of whom have been so loyal in the past.

It is in the belief that this loyalty must be reciprocated by resourcefulness, enterprise and gratitude that we have so seriously set about the task for creating a framework of financial self-sufficiency that will preserve the Con's core values and identity in perpetuity.

Appendix 1:

STAYING CONNECTED – ALUMNI AND FRIENDS OF THE ELDER CON

As part of the Faculty of Arts and under the umbrella of the University's Alumni program, The Elder Con organises reunion events to bring together past students on a regular rotational cycle, in Class year-groups covering five years at a time. The program straddles the majority Schools within the University which together form the core activities of Alumni relations.

Musical graduates can also participate in The University of Adelaide Young Alumni program for the first ten years after leaving, and in time will enjoy benefits of the Golden Jubilee and other end of the alumni pathway events. Elder concerts and other performances can be an ideal occasion for bringing together graduates and friends of the University to reconnect with each other on campus.

Alumni Relations contact details:

alumni@adelaide.edu.au
+61 8313 5800

250 North Terrace
The University of Adelaide
South Australia 5005
Australia



Appendix 2: MAKING A GIFT TO THE ELDER CON

TAX-DEDUCTIBLE GIVING

Gifts to the Elder Conservatorium come under the University’s Deductible Gift Recipient Status and are therefore eligible for tax deductions.

Figure 12 shows the range of gift options qualifying for the Board of Benefactors over a period between one and ten years. Gifts can be made either singly, as a one-off, or as a regular annual, quarterly or monthly contribution.

Figure 12

B of B	\$25,000	After tax relief equivalent				Monthly
		19%	32.5%	37%	45%	
Gift Length (years)	Gift instalments					Gift Instalments
1	\$25,000	\$20,250	\$16,875	\$15,750	\$13,750	\$2,083
4	\$6,250	\$5,060	\$4,219	\$3,938	\$3,438	\$521
5	\$5,000	\$4,050	\$3,375	\$3,150	\$2,750	\$417
8	\$3,125	\$2,530	\$2,109	\$1,969	\$1,719	\$260
10	\$2,500	\$2,025	\$1,688	\$1,575	\$1,375	\$208



Making a gift from Australia

Bank transfers for a one-off gift may be made to:
Bank: Commonwealth Bank of Australia
Account name: The University of Adelaide
Bank address:
96 King William Street, Adelaide
Reference wording: Donation/Surname or Company name

Within Australia

BSB: 065-000
Bank account: 12102355

Overseas

Swift code: CTBAAU2S
Account number: 500012102355For more detailed advice on making a gift to the University of Adelaide, please contact our Development team.
External Relations
The University of Adelaide
250 North Terrace
South Australia
Australia 5005
development@adelaide.edu.au
www.adelaide.edu.au/give

Making a gift from Canada

The University of Adelaide is prescribed as a ‘university outside Canada’ with Canada’s Revenue Agency. Donors who are taxpayers in Canada may use their donation receipt from the University to claim a non-refundable tax credit for Canadian income tax purposes.

Making a gift from the USA

Donors based in the United States of America may be eligible for a tax deduction when their gift is made through the British Schools and Universities Foundation (BSUF). To make a gift online, visit the BSUF website www.bsuf.org. To make a gift by cheque, please download the BSUF gift form from the website and send it with your cheque to:

Ms Silvia Schwarz
University of Adelaide US Giving
Ambassador and BSUF Representative
1505 Lexington Ave, Apartment 2C,
NY 10029s

Gifts from other countries

To discuss how you can make a gift from other countries, please contact our Development team on +61 8 8313 5800 or development@adelaide.edu.au.

GIFT TYPES

Regular and one-off gifts

Both regular and one-off gifts play an important role in creating a financially sustainable future for the University. A regular gift is a commitment to make monthly, quarterly or yearly payments. Regular gifts are usually made by direct debit, and offer the University a predictable flow of income, as well as ensuring the gift is sustainable for the donor. One-off gifts can be made by cheque, credit card, bank transfer, or online: www.adelaide.edu.au/give.

Planned giving

The University of Adelaide was founded with a gift in a will. Bequests have played an important role in the long-term sustainability of the University, and allow the University to plan for the future. For a confidential discussion about leaving a gift in your will to the University, please contact our Development team.

Gifts of shares

The University of Adelaide accepts gifts of shares but does not manage share portfolios. Shares donated to the University will be sold, and the value directed to the donor's preferred area of support.

Gifts in kind

The University of Adelaide is registered with the Australian Government Cultural Gifts Program. When a donor gives an item that has been recognised as important to Australia's culture, the donor is entitled to a tax deduction for the market value of the gift. Property that is donated may be exempt from Capital Gains Tax.

Gifts of property

The University of Adelaide accepts gifts of property, for example, land or buildings. Property donated to the University will be realised, and the value directed to the donor's preferred area of support.

Workplace giving

Workplace giving offers employees the option of making a charitable donation before tax. This gives employees the maximum tax deduction. Please speak with your payroll or human resources departments to set up workplace giving donations.

Matched giving

Many employers offer a matched giving option for gifts to deductible gift recipients. Matched giving is where an employer matches any charitable donation made by their employee. Please ask your payroll or human resources departments if they offer matched giving.

RECOGNITION OF GIFTS

Every gift to the University makes a difference, and donations of any size will be acknowledged recorded and thanked. However, special recognition is accorded to certain types of gift through the Hughes Bequest Society and the Board of Benefactors.

Hughes Society

The Hughes Society is named in honour of one of the University's founding donors, Sir Walter Watson Hughes. The society allows the University to thank confirmed bequestors in their lifetime, and celebrate their generosity in pledging a gift in their will.

The University hosts a range of Hughes Society events each year to foster strong bonds between Society members and the University. Further information can be found in [Section 9 on page 18](#).

Board of Benefactors

The Board of Benefactors recognises donors who make gifts of \$25,000 or more.

These may be given in a lump sum, or as a pledge over a period of up to 10 years. Membership is for life, and qualifies for the Benefactors' *Festum*. Full details of this, and other benefits, can be found in [Section 10 on page 18](#).

Major gifts and scholarships

Major gifts for scholarships and other allocations are recognised on an individual basis by negotiation with each donor. Donors are invited to discuss with the University naming rights and signage opportunities to reflect their gift and wishes. The University is pleased to offer donors the opportunity to meet and engage with beneficiaries of their generosity, both students and academics.





THE UNIVERSITY of ADELAIDE

For more information
please contact:

The Development Team
External Relations
The University of Adelaide
250 North Terrace
South Australia
Australia 5005

development@adelaide.edu.au
www.adelaide.edu.au/give

*As the primary
provider of education
in mainstream
classical music and
quality performances,
the health and
success of this
historic institution
is of paramount
importance to the
University of Adelaide
and South Australia.*

