

Business Development Sub-committee:  
Grants, Program Development, Fundraising & Partnerships  
Sub-committee V2 Report to the Reimagine Committee  
November 30, 2020

## SUB-COMMITTEE MEMBERS

- Ana Sofia Suek - Chair
- Kat Trataris - Chair
- Rye Purvis - Member
- Christopher Coppola - Member
- Nadine Levin - Member
- Kathleen Cameron - Member

This report is providing feedback and recommendations for an initial series of approaches and action items that can be used to help kickstart new immediate initiatives for fundraising at SFAI in the next year. The sub-committee would like to create an immersive cultivation culture at SFAI that operates from a lens of diversity, equity, accessibility, inclusion, environmental sustainability, and the creation of critical artists and thinkers.

This sub-committee believes SFAI can grow its current development projects while reaching beyond the traditional fundraising strategies to sustain an educational system from endowments and tuition-driven revenues. We look at development as a centralized unit working with a cross-departmental framework, questioning the ways SFAI looks to grow, invent, and expand. We believe SFAI's cultivation and development teams should be responsible for tracking revenue streams coming from diverse offerings through educational programs, partnerships, grant-supported programs, fundraising, and business solutions in constant collaboration with every department and stakeholder of the institution.

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## SUB-COMMITTEE MISSION STATEMENT & DIRECTIVES

The Business Development Sub-committee is responsible for recommending a financially sustainable, revenue-driven, and socially-responsible proposal to the Board of Trustees in these areas: Business and Educational Programs Development, Grants, Fundraising, and Partnerships. We will develop offering scenarios, define potential partnership leads, and create a system that supports fundraising efforts all with the goal to generate revenue for a sustainable business and educational model for SFAI's next ERA.

The following recommendations take into consideration past fundraising efforts at SFAI, current and ongoing efforts, and future visions that expands donor cultivation and donated funds through:

- Increased online fundraising and engagement to increase new gifts
- Partner philanthropy programs for new/young donors focused on experiences
- Volunteer + fellowship opportunities to build new and long lasting relationships
- Activation of current programs for new, non-degree seeking audiences
- Stakeholder grant education and community fundraising to identify new revenue streams
- Trust and reputation building through social media & advertising announcements
- Building cultivation language & opportunities for all facets and stakeholders of SFAI

## **BUILDING A CASE FOR SFAI**

A good “Case” is a necessary step for all fundraising efforts and should answer the questions outlined below. SFAI makes a case for itself in a number of written formats; however, there is a need to develop a more comprehensive and urgent narrative that addresses diversity, equity, accessibility, inclusion, environmental sustainability, and contemporary modes of education that exist in the classroom and online.

- What is the need?
- How can you tell this need is pressing?
- How is your organization uniquely qualified to tackle this need?
- What will be the benefits of your action?
- What are the negative consequences if you fail?

### **Mission Statement**

*Adopted by San Francisco Art Institute Board of Trustees, March 2013*

San Francisco Art Institute is dedicated to the intrinsic value of art and its vital role in shaping and enriching society and the individual. As a diverse community of working artists and scholars, SFAI provides its students with a rigorous education in the fine arts and preparation for a life in the arts through an immersive studio environment, an integrated liberal arts curriculum, and critical engagement with the world.

### **Strategic Planning**

*Revision after 6.4.19 Board meeting – 7.31.19*

In its deepest expression, art provides the consciousness of society and enables the resilience and adaptability of humanity. Art connects us: It is the richest of human conversations, and the way ideas and emotions are made tangible and move from one head or heart to another. Art opens our eyes and challenges the status quo: It explores the edges, asks deep questions, and reveals what is possible. Art is the place where we make our future. San Francisco Art Institute is the heart of this set of values. Over the past 148 years, SFAI has been dedicated to the cultivation of the radical imagination, the process of art-making, the generational transmission of essential cultural capacities, and to augmenting the impact of artistic inquiry on civic life.

Through this work the school has shaped the culture of the Bay Area and transformed our world. Our fundamental role as an art school is to educate the artists and thought-leaders of tomorrow. Our primary obligation is to provide a powerful educational experience that prepares students from all backgrounds to navigate a rapidly changing world and build a viable life within it.

### **Fundraising**

*Taken from 2 Grant proposals submitted in 2019-2020*

- Few institutions in the United States have been as central to the development of art over the past 150 years as SFAI. As a school and cultural hub, SFAI has been associated with movements including Abstract Expressionism, the Mural Movement, fine art photography, and a multicultural approach to art. SFAI was a product of post-Gold Rush San Francisco, a place of energetic Californians eager to make their mark far from the confines of the East Coast establishment. Throughout its history, SFAI has sustained that spirit of possibility and role as incubator of the innovative and the influential.

- Founded in 1871 by artists and community leaders with a cultural vision for the West, the San Francisco Art Institute has produced generations of creative leaders who have shaped the cultural life of the Bay Area, the United States, and the world. One of the country's oldest, most prestigious art colleges, SFAI is a small institution with global impact. Artists at SFAI have spearheaded important art movements including fine art photography, the Beat movement, Abstract Expressionism, Bay Area Figuration, Funk art, avant-garde film, Conceptualism, and video and performance art, and they continue to help define contemporary art and the role of artists in today's global society. Historically, the American West was underserved by museums and galleries. SFAI, therefore, played a pivotal role in supporting artists: through teaching appointments and by providing studio space, equipment, and supplies; exhibitions and programs; and training. SFAI engages the community through its public galleries; lectures and symposia; adult continuing education courses and workshops; outreach programs in underserved communities; and collaborations with other institutions. SFAI has two campuses: the historic main campus is located at 800 Chestnut Street in Russian Hill, and the new Graduate Center and exhibition space at the Fort Mason Center for Arts & Culture, bringing hundreds of thousands of visitors in contact with the institution each year.

## SUMMARY APPROACH

This subcommittee engaged with a wide range of community members and current SFAI staff to assess ways to support the school's successes while looking for new ways to increase participation in fundraising across stakeholders and the institution at large. While it is a recommendation of this subcommittee to continue focusing on endowment building to secure a successful financial future for the school, we are suggesting initiatives and structures to support a necessary increase in revenue to offset current debts and ongoing expenses while alleviating SFAI's dependence on tuition over the next 6 years. These initiatives are envisioned to begin implementation through the currently limited staff and faculty cohorts with a vision to create permanent positions supporting these vital funding pathways.

## GRANTS

### Approach

Open grant proposal processes to a wider net of stakeholders to be made available each semester to support programs, people, and facilities and engage new areas of grant funding.

### Structure

Grants team should consist of a grants writer and granting assistant positions to support an increase in grant proposals. Grants team will have departmental check-ins to review upcoming opportunities specific to each area, an internally public database and calendar for eligible grants, and an open proposal google form for ongoing considerations.

### Output

SFAI should apply to a minimum of 20 grants annually to ensure a minimum of \$1 million dollars of restricted funds each year with the opportunity to grow regular funding to \$2 million annually in 3 years time. Greater outreach and broadcasting of SFAI's successful grant acquisitions will be part of the institutional marketing plan to further increase the school's good reputation and trustworthiness.

### *Regular eligible funding opportunities include:*

National Endowment for the Arts, CalHumanities, California Arts Council, Warhol Foundation, Rainin Foundation, and Clive Foundation

## **BUSINESS DEVELOPMENT**

### Approach

Expand existing offerings at SFAI—classes, programs, art facility use, event rentals, fiscal sponsorship—into new revenue streams by cultivating an untapped commercial audience and client base.

### Structure

Build a funnel for external client relationships supported through collaborations between development and all other departments to articulate the unique SFAI experience into commercially relevant products. Increases in revenue and client numbers can further be articulated into permanent staff positions aimed to support both commercial and social justice focused community development and engagement.

### Output

Engage with non-degree seeking learners and groups such as continuing education courses that can be booked for team building exercises, corporate event packages that provide companies with tiered facility rental access, discounted or free rental space or studio facility use to organizations serving racial and social equity functions, and continue the support and development of asynchronous and online educational/program opportunities for world wide audiences. At least one new program in each of these categories can be offered in the next year to earn \$50-150,000 and work through proof of concept.

## **FUNDRAISING**

### Approach

Build engaging and user friendly online and mobile donation portals rooted in a monthly subscription model to increase regular ongoing support and far reaching touch points. Strengthen access to fundraising through volunteer opportunities, company fundraising matches for employees, and portals through alumni led campaigns with specific topic based focuses or with naming benefits for specific outputs.

### Structure

Market a donation campaign to recruit new individual donors through visually compelling assets through social media with an obvious call to action button that matches across all online platforms. Develop online monthly subscription offerings such as exclusive SFAI archive and artist content for subscribers or specific rotating causes such as facility improvements or scholarships for BIPOC students to be highlighted by community supported narratives.

### Output

Increase individual donations, visibility for supporting SFAI, and international marketing touch points. Cultivate 150 new individual donors in the 150th Anniversary year of 2021 to increase individual donors by 50% while working to retain current donor base (approx 150 donors) with monthly subscriptions to achieve \$1mil in funds.

## **PARTNERSHIPS**

### Approach

Prioritize deeper relationships with large institutional partners supported by MOU contracts and multiple point people (always including one staff and one faculty member) while facilitating frameworks for smaller partnerships to be cultivated and led by staff, faculty, and students through casual/intimate partner programs.

### Structure

Staff, faculty, and student liaisons to connect with existing partners and institute annual housekeeping with reviews of MOU agreements, feedback interviews, and cross-departmental integration of partnership opportunities.

### Output

Toolkits and pitch decks to solicit more partnerships and business relationships across many industries with stronger support networks for partners once they are working with SFAI through multiple points of contact for different aspects of the partnership. Sustain 10-20 partnerships a year that directly offset SFAI operational funds to support programs, student opportunities, co-promotion and pro bono expertise while focusing on acquiring 5 new technology partners to support SFAI's software and hardware development.

## **RECOMMENDED PROJECTS FOR IMMEDIATE IMPLEMENTATION**

### Marketing & Reputation Building:

SFAI will make 2-4 Art&Ed announcements a year to publicize SFAI's grant awards (money awarded to the school) and for money the school awards to artists (i.e. The Harker, student scholarships, endowment gifts). These costs can be absorbed into grant funded project budgets and raise the profile of the school while promoting the school's ongoing support and trustworthiness.

### New Donor Funnels Through Partnerships:

Cultivate young tech employees and new donors by offering a philanthropy package that would include perks at different tiered partner institutions such as The Lab, SFAI, and de Young. These packages would be an annual gift that would be split across the institutions and would involve a number of benefits offered by all three spaces focusing on different touch points of arts engagement such as live events, classes, and exhibition tours.

### Community Grants:

Open forum grant proposal process that welcomes the collaboration with the SFAI community to educate stakeholder on making proposals for grants/programs at SFAI, take proposals in an open forum style that incorporates live feedback and idea development as a demonstration, and then take community ideas to the funder for feedback we can share out with the community. This can happen on a bi-annual basis and will encourage expanded engagement with SFAI as well as demonstrate to future funders SFAI's commitment to the community.

### Cultivation Culture @ SFAI:

Build cultivation language and opportunities into all facets of SFAI including programming, student studio visits, and new facility purchases or long term support. This includes donation links and language in all communications, and closer relationship building with funders and their benefactors such as students, faculty, staff, and alumni.

### Virtual Learning & International Audiences

SFAI's virtual learning platform internationally is a competitive advantage to target students based overseas on-demand with a mix of online and hybrid programs. SFAI can offer a series of online degrees or non-degree programs during the 2 upcoming academic years at a fair cost as a pilot program. We can expand our outreach efforts internationally to potential students outside of the U.S. to enroll in our online educational program while staying abroad. In addition, we can develop more Low-Residency MFA and

MA programs utilizing our current LMFA model, which is based primarily on online sessions. Offer online or hybrid courses at a lower tuition rate to make the institution more competitive while SFAI's in-person MFA and MA programs hold regular tuition fees.

Alumni Fiscal Sponsorship

Utilize SFAI's 501(c3) non-profit status to support alumni projects and organizations with strong mission alignment and a focus on racial and social justice work. Fiscal sponsorships extends SFAI's resources to its community and their projects while creating new revenue streams of 5-10% of awarded grant funded revenue and 1-5% of donated revenue to fiscally sponsored projects.

**TIMELINE**

DATE	INITIATIVES
Spring 2021	<ul style="list-style-type: none"> <li>- Release 1st grant announcement</li> <li>- 150th birthday year launches new online fundraising initiatives</li> <li>- Launch community grant engagement program</li> <li>- Begin regular cross-departmental and development integration</li> <li>- Develop internal culture trainings starting with DEAI and focused on Truth and Reconciliation reading groups</li> </ul>
Summer 2021 (FY 22)	<ul style="list-style-type: none"> <li>- Release 2nd grant announcement</li> <li>- Recruit donors to partner based philanthropy package with offerings starting in Fall 2021</li> <li>- Launch Strategic Plan process to envision 2022-2025 utilizing the Re-Imagine frameworks and proposals to be supported by professional community organizers</li> <li>- Recruit pro bono consultants for sustainability &amp; capital focused fundraising efforts</li> </ul>
Fall 2021	<ul style="list-style-type: none"> <li>- Release 3rd grant announcement</li> <li>- Offer online class offerings with a focus on international recruitment</li> <li>- Launch Alumni Fiscal Sponsorship</li> <li>- Begin student and faculty integration into partnerships</li> <li>- Offer new non-degree products such as team building exercises and subsidized racial equity focused rental programs</li> <li>- Offer second community grant engagement program</li> </ul>
Spring 2022	<ul style="list-style-type: none"> <li>- Release 4th grant announcement</li> <li>- New Strategic Plan Begins</li> <li>- Review of 2021 programs, stakeholder feedback sessions, and adjustments for 2022</li> <li>- Offer third community grant engagement program</li> </ul>