

Development

Grants

Fundraising

Business Development

SFAI will create a deep and immersive cultivation culture that operates from a lens of diversity, equity, accessibility, inclusion, and environmental sustainability, through the development of critical artists and thinkers poised to engage with and catalyze community.

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
- Developing cultivation language & opportunities for all facets of and stakeholders at SFAI

Building The **Case** for SFAI

- 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?

Qualitative Arguments: One of the country's oldest, most prestigious art colleges, SFAI is a small institution with global impact.

Quantitative Arguments: SFAI has produced generations of creative leaders for 150 years.

The Case for SFAI: 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.

The Case for SFAI: 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.

A profound threat to our ability to deliver on this promise is the issue of extreme inequality when it comes to access to an arts education.

The Case for SFAI: 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 is art, people, learning,
community, possibility

What new language do we use to
define SFAI?

The Re-Imagine Committee framework
can be utilized in 2021 with hired &
trained facilitators to engage in a new
strategic development plan.

The strategic development process
can build a strong foundation for the
vision of the school and further
opportunities for cultivation and
development.





Expanding Grant Making @ SFAI

New Grant Pathways

Open Proposals -> Collaborative Grant Development -> Institutional Investment in Community

When our ideas come from a place of equity our programs will follow suit. Funders, donors, and new audiences are responsive to diverse programming that focuses on issues of racial and social justice. At the forefront of culture, SFAI should lead the way on turning ideas into funding, and funding into opportunities for our expanded communities.

Collaborative grant making will help SFAI to stay connected to the evolving needs of its stakeholders, extended community, and deliver on strategic plans for growth.

New grant revenue through:

- Capacity Development (*more staff, faculty, and community roles*)
- Capital & Facility Improvements
- Budget Relieving Funding to offset SFAI Operational Expenses

FY20/21 GRANTS TO DATE

\$539,000 Received/Pledged

9 Grants

- \$195,000 PPX Programs
- \$50,000 PPX Operating
- \$97,000 City Studio
- \$94,000 Frescos
- \$103,000 Library/Archive

\$500,000 CARES Received/Pledged

1 grant (*Student and Academic Affairs*)

80%

Success Rate

(8 out of 10 grants awarded)

\$292,000 Received

Funds are focused on racial and social justice narratives & artists

FY19/20

\$631,211 Received/Pledged

12 grants

- \$275,000 PPX Programs
- \$195,000 PPX Operating
- \$60,000 City Studio
- \$45,000 Frescos
- \$56,211 Library/Archive

\$410,00 To Submit

10 Grants

- \$100,000 PPX Programs
- \$25,000 PPX Operating
- \$80,000 City Studio
- \$125,000 Scholarships
- \$45,000 Capital Improvements

\$170,000 Pending

4 Grants

- \$60,000 PPX Programs
- \$110,000 Library/Archive

\$142,000 Declined

2 Grants

- \$122,000 PPX/Library
- \$20,000 City Studio

FY20/21 GRANTS TO DATE

Frescos

17.4%

Library Archive

19.1%

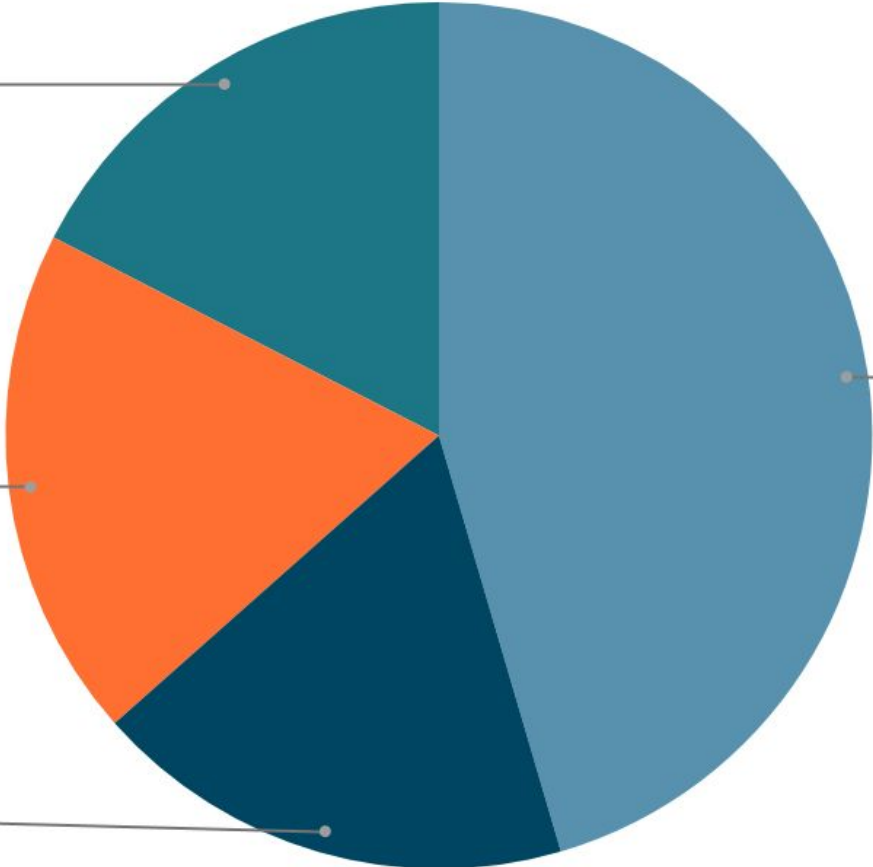
City Studio

18.0%

Exhibitions

45.5%

*\$195,000 PPX Programs
\$50,000 PPX Operating*



FY20/21 GRANTS PENDING/TO SUBMIT

Capital + Scholarship

10.7%

Library Archive

26.2%

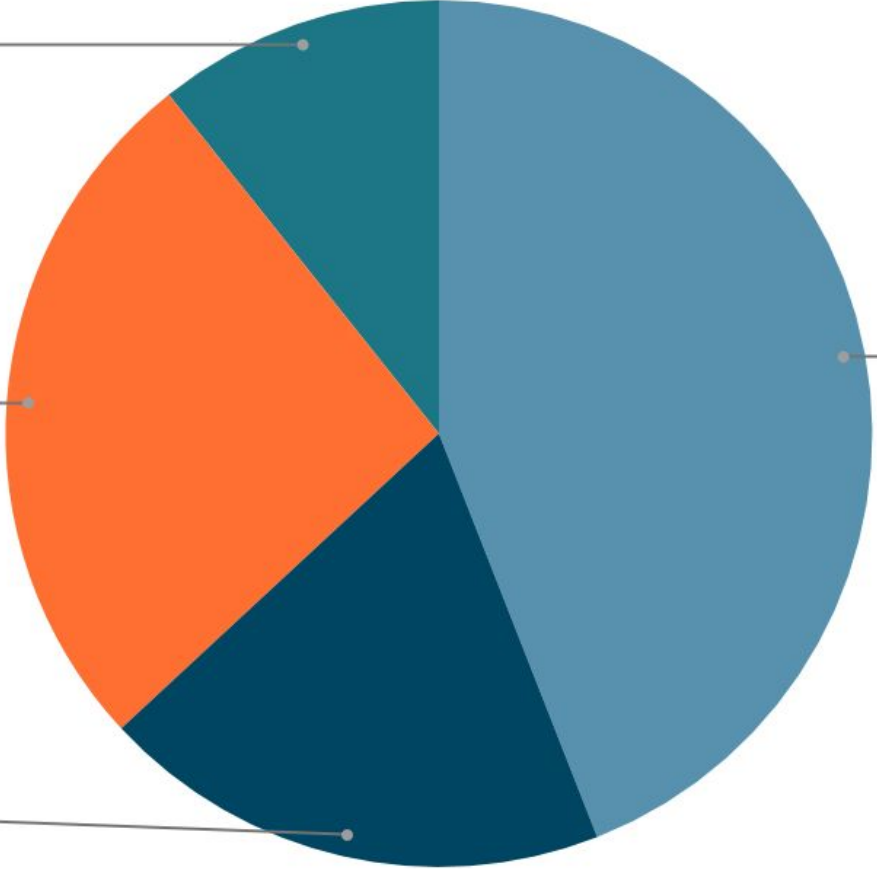
City Studio

19.0%

Exhibitions

44.0%

*\$100,000 PPX Programs
\$25,000 PPX Operating*



New Grant Pathways

Capacity

Development:

BIPOC Leadership & Strategic Planning, Faculty professional development

Capital & Facility

Improvements:

Funding to make repairs or improvements to the building to achieve ADA compliance, install solar panels, or fund new facilities for academic programs

Budget Relieving:

Endowed scholarships for students, teaching positions, and symposia prioritizing BIPOC candidates and diverse topics

Approach

Structure

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

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.

February

27

YOU ARE INVITED!

Join us for a special evening hosted by
Rives & Sonny Granade

Dinner, Cocktails & Conversations

IT
RS

RETURN TO SFAI ALUMNI WEEKEND

NOVEMBER 3 & 4 2012

“Retaining and motivating existing donors costs less than acquiring new donors.”

FY19 Individual Giving - *No Events*

- \$472,232
- 864 Gifts
- 157 Donors

F18/ F19 Individual Donor Retention - **43%**

- 153 Previous Donors
- 66 Retained Donors

Monthly giving/recurring donors have a retention rate of 90%. They are the most valuable donors – they stick around for longer and therefore have a higher lifetime value to your organization.

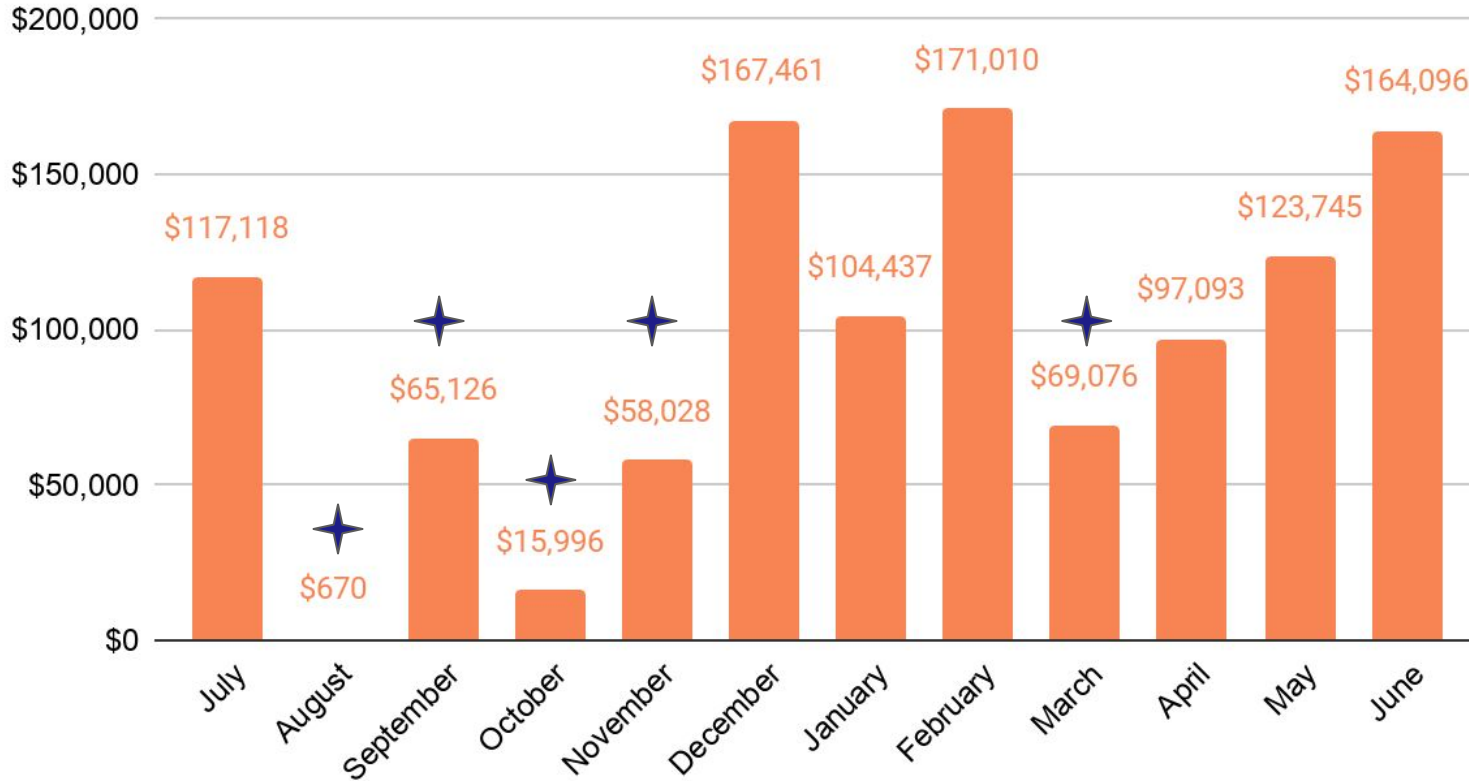
New Donors Retained Donors Long Term Gifts

- Boost renewal rates
- Increase average gift size
- Upgrade donors
- Secure major and legacy gifts
- Recapture lapsed donors

Content marketing, mainly through blogging and social media posts, represents an important opportunity for organizations to engage with their communities and grow their online visibility. Email, while still an effective and central digital marketing medium, requires more and more strategy to yield fundraising results.

- 38% of online donors who made a gift in 2016 made another gift to that nonprofit the next year.
- Revenue from individual online gifts grew by 19% over the past year.
- Online monthly giving revenue grew by 40% as recurring donation options become increasingly popular with online donors.
- The average gift by mobile users is \$79, while tablet users give \$96, and desktop users give \$118.

FY19 Individual Donations



Monthly donors through a subscription based program can create a stable bottom line of donated funds to strengthen months that don't have cultivation events or annual fund pushes.



Fundraising

More Touch Points:

Volunteer opportunities, corporate matches for employee donations, fundraising for specific causes.

Online Subscriptions:

Fundraising where the donor receives a service in return such as subscriber content, and rotating specific causes to increase contributions from regular donors.

Donors + Retention:

Increase new donors and donor retention to increase baseline of funds per month. Retained donors can be further cultivated to larger gifts.

Approach

Build online and mobile donation portals rooted in a **monthly subscription model** to increase regular ongoing support. 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

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.



Earned Income

2020 Summer Public Education

Online/Offsite Classes

- \$30,580 Revenue
- 100 Students

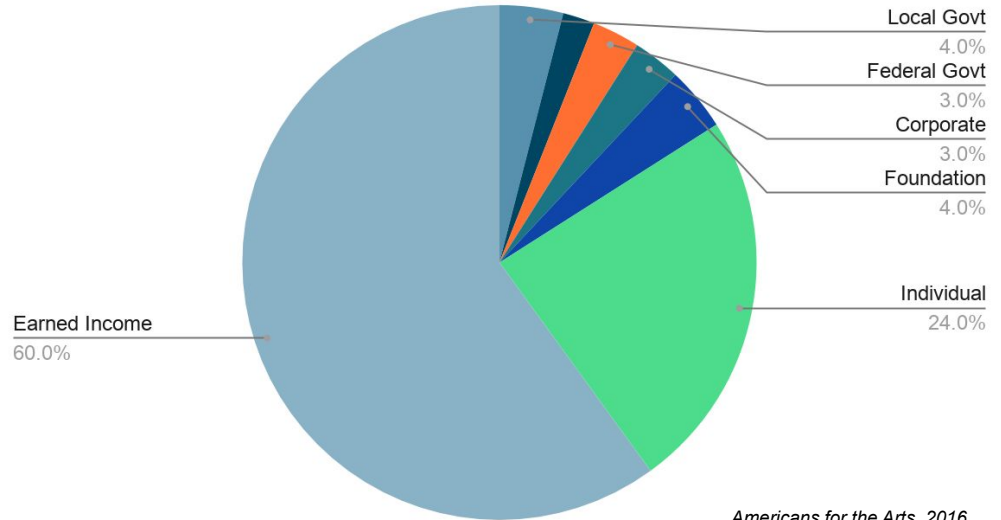
Free/Donation Based Class

- \$831.65 Raised for the Okra Foundation
- 55 Students

Facility Rentals

- FY19 \$158,716 - 27 events
- FY20 \$194,140 - 38 events
- FY21 \$21,993 - 3 events during COVID

Source of Revenue for Nonprofit Arts Orgs



Business Development

Development Collab:

Create or restructure an existing team to work on business development with staff and faculty.

Relevant Products:

SFAI can be an incubator for art creation, expand access to art making by exploring how artmaking happens through short term/non-degree interactions.

Non-Degree Learners:

Create new content formats like corporate event packages, team building, rentable studio facility use and ongoing asynchronous learning.

Approach

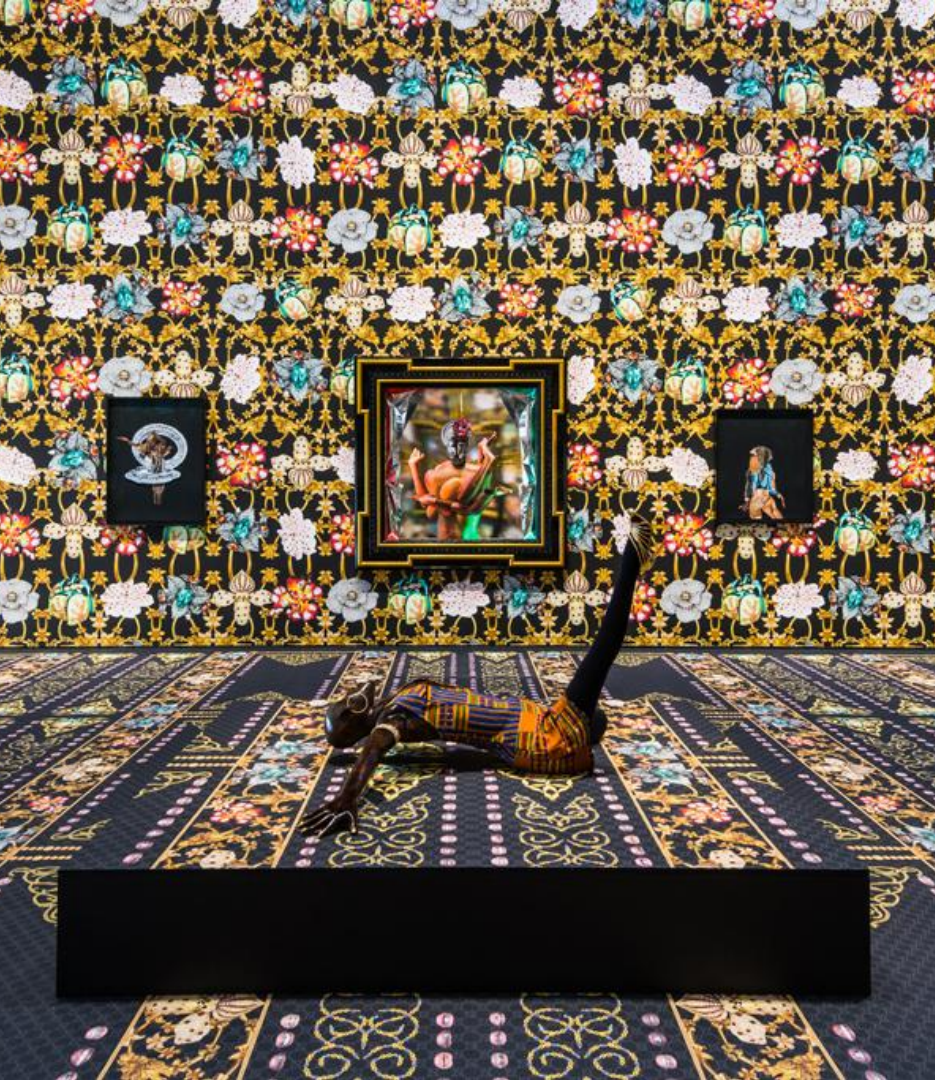
Structure

Output

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

Build a funnel for external client relationships 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**.

Engage with **non-degree seeking learners** and offer discounted or free rental space or studio facility use to organizations serving racial and social equity functions. **Integrate asynchronous and online education and programmatic** opportunities for world wide audiences. Attempt 3-5 new programs in the next year to earn \$50-150,000 and work through proof of concept.



SFAI Institutional Partnerships 2019-2020

- Aggregate Space Gallery
- Alonzo King LINES Ballet
- Asian Art Museum
- AXA
- City Lights Booksellers + Publishers
- Creativity Explored
- de Young Museum
- Fort Mason Center for the Arts and Culture
- Fort Point Beer Company
- Heavy Breathing
- Haines Gallery
- KADIST
- Matterport
- Museum of the African Diaspora (MoAD)
- Northern California Women's Caucus for Art (NCWCA)
- Photo Alliance
- San Francisco Museum of Modern Art (SFMOMA)
- SF Art & Film
- SF Ballet
- FILM SF
- Swissnex
- Sotheby's

Partnerships at SFAI sponsored

4 shows totalling approximately \$250,000

- *Honest to Goodness* by Mike Henderson
- *Flash Point* by Jefferson Pinder
- *To Be Real* by Rashaad Newsome
- *Of Here From There* with Ana Teresa Fernandez

City Studio Partnerships

- African American Arts and Culture Center
- BGCSF Tenderloin Clubhouse
- Cleveland Elementary School
- Columbia Park Boys and Girls Club
- Excelsior Boys and Girls Club
- George Washington Carver Elementary School
- Root Division
- SOMArts
- Willie Mays Boy and Girls Club at Hunters Point

Partnerships

Strong Partners:

Form partnerships with other schools (local & international), cultural institutions, and technology companies.

Annual Housekeeping:

Engage in feedback structures for ongoing improvement and accountability. Build cross-departmental integration.

Points of Contact:

Involve all internal stakeholders in partnership development and relationships.

Approach

Deeper relationships with large institutional partners while facilitating frameworks for smaller partnerships **to be cultivated and led by staff, faculty, and students.**

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 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.

Art & Education

Announcement
December 7, 2020

Ama Josephine B. Johnstone named 2020–21
Keith Haring Fellow in Art and Activism • Center
for Curatorial Studies, Bard College



Announcement
June 26, 2020

2020–2022 VLC Fellows: "As for Protocols" • Vera
List Center for Art and Politics



Recommended Projects

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 Fundraising:

Open forum grant proposal process in which we can work with the SFAI community to teach about how to propose 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 community engagement with SFAI as well as demonstrate to future funders SFAI's commitment.

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.

Online Learning & International Audiences

Build an internationally 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. Develop more Low-Residency MFA and MA programs utilizing our current LMFA model, which is based primarily on online sessions offered at a lower tuition rate to put the institution in a more competitive position while SFAI's in-person MFA and MA programs are priced at a higher rate.

Fiscal Sponsorship of Alumni Projects

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.

Proposed Timeline

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