



## Case Study

### Hyde Park Art Center 75th Anniversary Campaign

*Fundraising Campaign Raises Over \$6 Million to innovate, grow and sustain a venerable Chicago institution.*

# Hyde Park ART CEN TER

#### **Situation:**

Hyde Park Art Center reached out to SNP in 2010, four years after the organization had acquired a larger building facility and undergone a leadership change in 2009. This coincided with the organization's need to re-envision how it could fully utilize and support the new large facility. With the leadership change, came a new, three-pronged vision: first, to create a broad and inclusive community of supporters of contemporary art and artists; second, to launch the careers and practices of these artists at critical stages in their development; and third, to ensure that the world would look to HPAC and to Chicago as innovators, through global exposure.

The Board had recently approved these three strategic areas of focus, had kicked off the plan with a seed fund it created with its own monies, and reached out to SNP Strategies to support a broader fundraising effort. With a compelling program plan in place, SNP worked with HPAC to implement a multifaceted strategy in order to strengthen the Board's development capacity to raise the funds. This strategy included four main areas, namely: leveraging the 75th anniversary to engage Chicago's civic leadership to understand and shape the strategic direction of the Center; address and strengthen leadership by revisiting board governance and staff management structures; augment marketing and communication strategies to increase visibility for the Center; and launch a comprehensive fundraising campaign to increase the invest in bold programming, a more robust staff infrastructure, a operating reserve and a new capital project.

## **The Result:**

The campaign raised over \$6 Million in during a three-year period with only volunteer leadership and a small fundraising team of three people. The campaign allowed for:

- The initiation of several signature new programs that have repositioned the Art Center as a leader in supporting diverse artists at all levels and in connecting audiences to the work that they do
- Growing staff from nine to thirteen, adding key programmatic positions including a Director of Education and an Artist Residency Manager, alongside a Development Associate; Registrar; and Deputy Director
- Major facility investments to support the programmatic growth, most significantly in the building of the Guida Family Creative Wing
- A dramatic increase in organizational visibility and recognition
- An increase in fundraising of 25% annually over a three year period

The Campaign for the Hyde Park Art Center is now a model for how an institution can simultaneously push contemporary art and artists forward, while connecting authentically with diverse communities and its immediate neighborhood....

## **Call to Action:**

SNP assisted HPAC in leveraging its strategic plan to engage Chicago's civic leadership in understanding and shaping the strategic direction of the Center. Based on that process, SNP worked with HPAC to design and implement a comprehensive fundraising campaign, while simultaneously working with the leadership team to increase the organization's capacity to sustain its larger vision.

### *The 75th Anniversary Campaign*

Strategies Included:

- Leveraging an upcoming milestone year to challenge the board and supporters to think bigger about vision, and by extension the fundraising
- Developing a volunteer structure needed for the 75th Anniversary Campaign
- Engaging new and existing philanthropic, civic, and business leaders in becoming thought partners with the organization through planning breakfasts, discussion groups, informal salons, and interviews
- Growing the Art Center's annual fundraising capacity by investing in development staff and systems
- Attract signature major gifts to support pilot programs, a new Creative Wing, and to help establish reserve funds

### *Organizational Capacity and Sustainability*

SNP worked with Hyde Park Art Center's leadership to evaluate its board governance and staff management structures to address questions of organizational sustainability. This resulted in reestablishing and re-energizing the development committee, executive committee and nominating committee. This exercise also led to the reorganization of staff to allow for increasing fundraising activities, such as adding a Deputy Director and restructuring and growing development staff.

### *Culture of Philanthropy and Donor Recognition*

Hyde Park Art Center has a long tradition of strong philanthropic support and creative ways of recognizing donors. SNP worked with the organization to build upon this strong foundation to create new opportunities to enhance donor recognition at the Center, as well as in marketing and communications efforts. Strategies included testing key messages with different audiences; holding events that only focused on thanking donors and highlighting impact of programs; leveraging communications and outreach to incorporate donor recognition (i.e. highlighting donors in the newsletter/course catalogue); adding a highly visible donor wall for the annual fund; and repackaging naming opportunities within the existing space.

### **The Team**

**Falona Joy** was engaged to serve as the Project Lead for the Hyde Park Art Center 75th Anniversary Campaign. Falona designed, developed, and supported the implementation of several strategies and tactics to ensure success, such as the case prospectus, the philanthropic market study committee, and targeted implementation.

**Sandra Renner** served as co-counsel to support campaign planning, benchmarking and to conduct the internal assessment of the staff infrastructure.