Current Capital Campaigns: Three Cities, Three Challenges, Three Visionary Solutions

AMDA 2019

San Francisco

June 4, 2019

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“In the beginning, if I’d asked people what they wanted the would have said a faster horse.”

-Henry Ford

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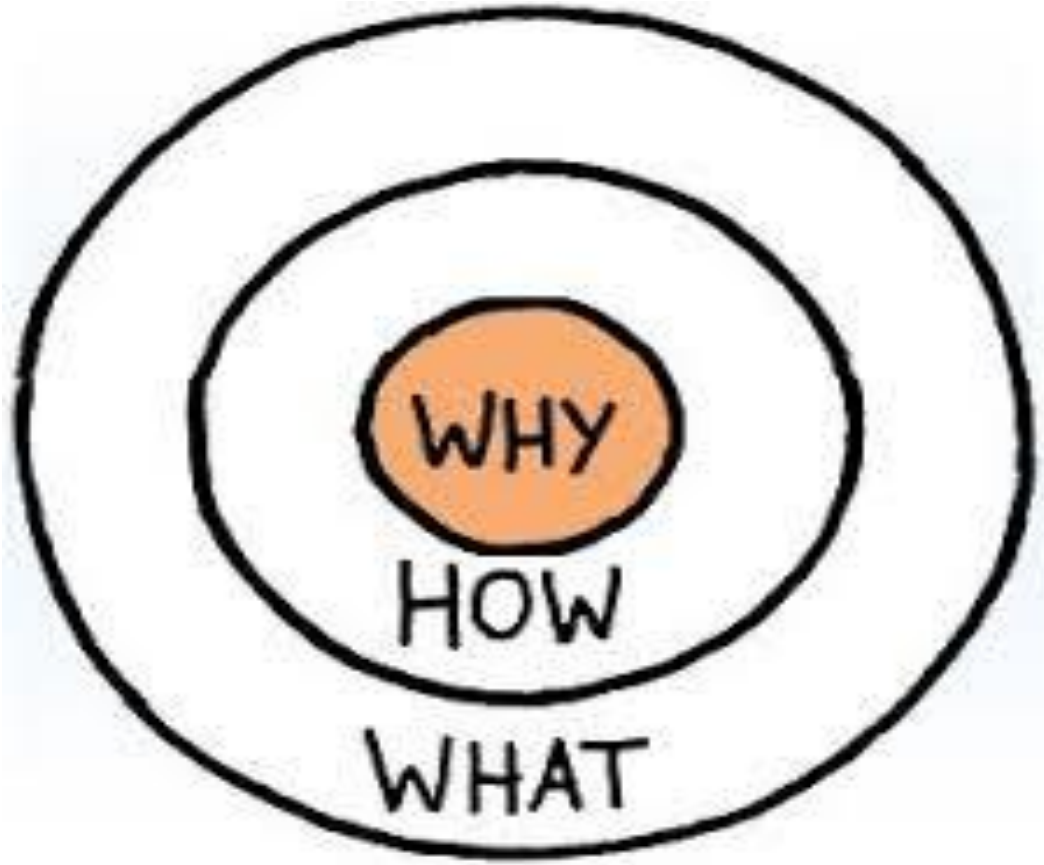
The Golden Circle



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The Buffalo AKG Art Museum

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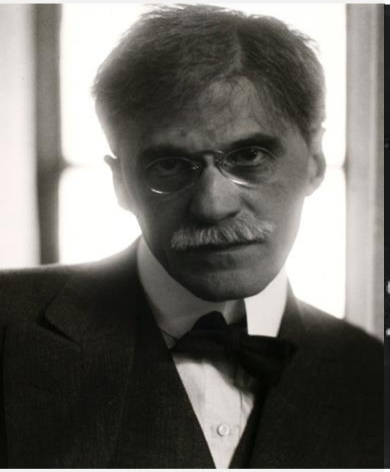
Alfred Stieglitz

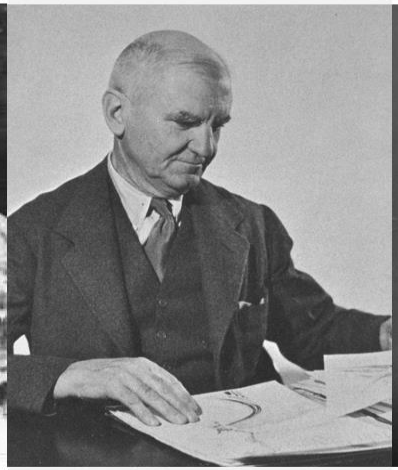


Alfred Stieglitz Collection, 1933

Cornelia Bentley Sage Quinton

Albright-Knox Art Gallery Digital Assets Collection and Archives

A. Conger Goodyear



Albright-Knox Art Gallery Digital Assets Collection and Archives, 1936

Seymour H. Knox

Albright-Knox Art Gallery Digital Assets Collection and Archives, 1959

Jeffrey Gundlach

The Buffalo News, 2016

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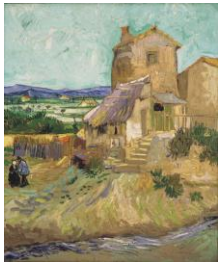
COLLECTION HIGHLIGHTS

Claude Monet, 1875

Pierre-Auguste Renoir, CA. 1878-1879

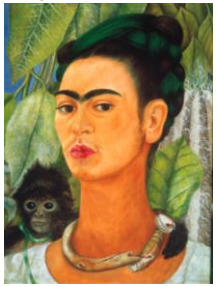

Vincent van Gogh, 1888

Paul Gauguin, 1892

James Jacques Joseph Tissot, 1883-85

Pablo Picasso, 1906

Vassily Kandinsky, 1913


Frida Kahlo, 1938

Jackson Pollock, 1952

Andy Warhol, 1962

Roy Lichtenstein, 1962

Anselm Kiefer, 1985-87

Nancy Rubins, 2010-11

Chuck Close, 1992

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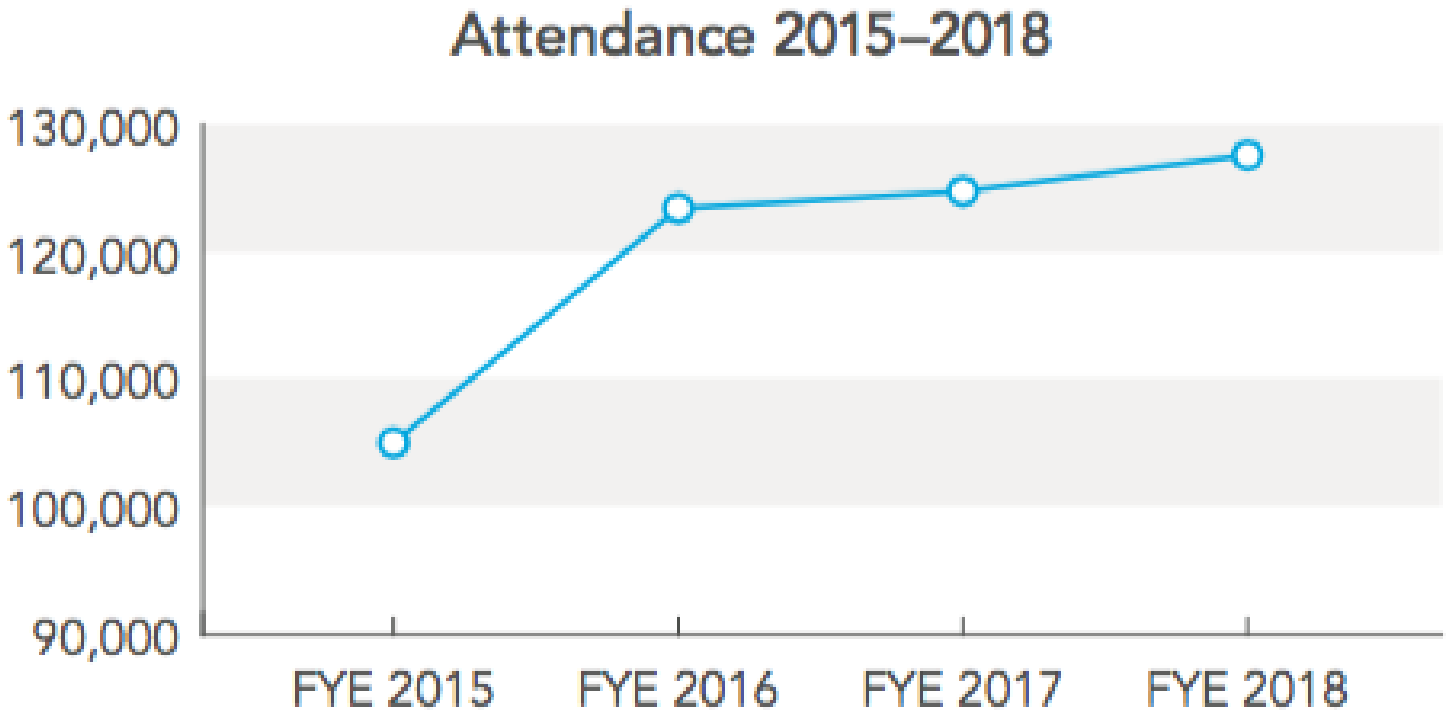
Attendance has increased by more than 17%.



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"... a gorgeous building containing one of the strongest modern and contemporary art collections in the United States."

Jada Yuan, *The New York Times*

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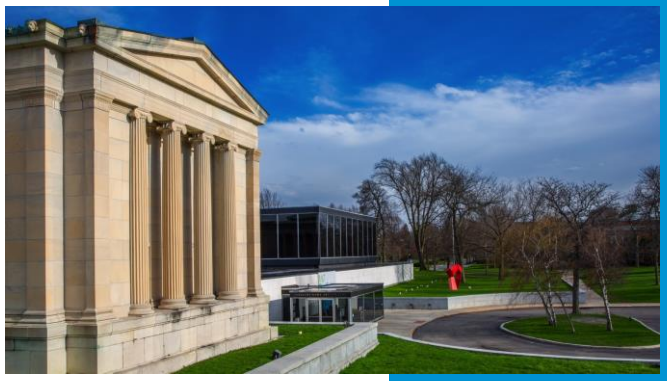


Founded: 1862

$10.37M Annual Budget

7,000 works in collection

88 FT, 66 PT Employees

30,000 FT Gallery Space

7,500 Member Households

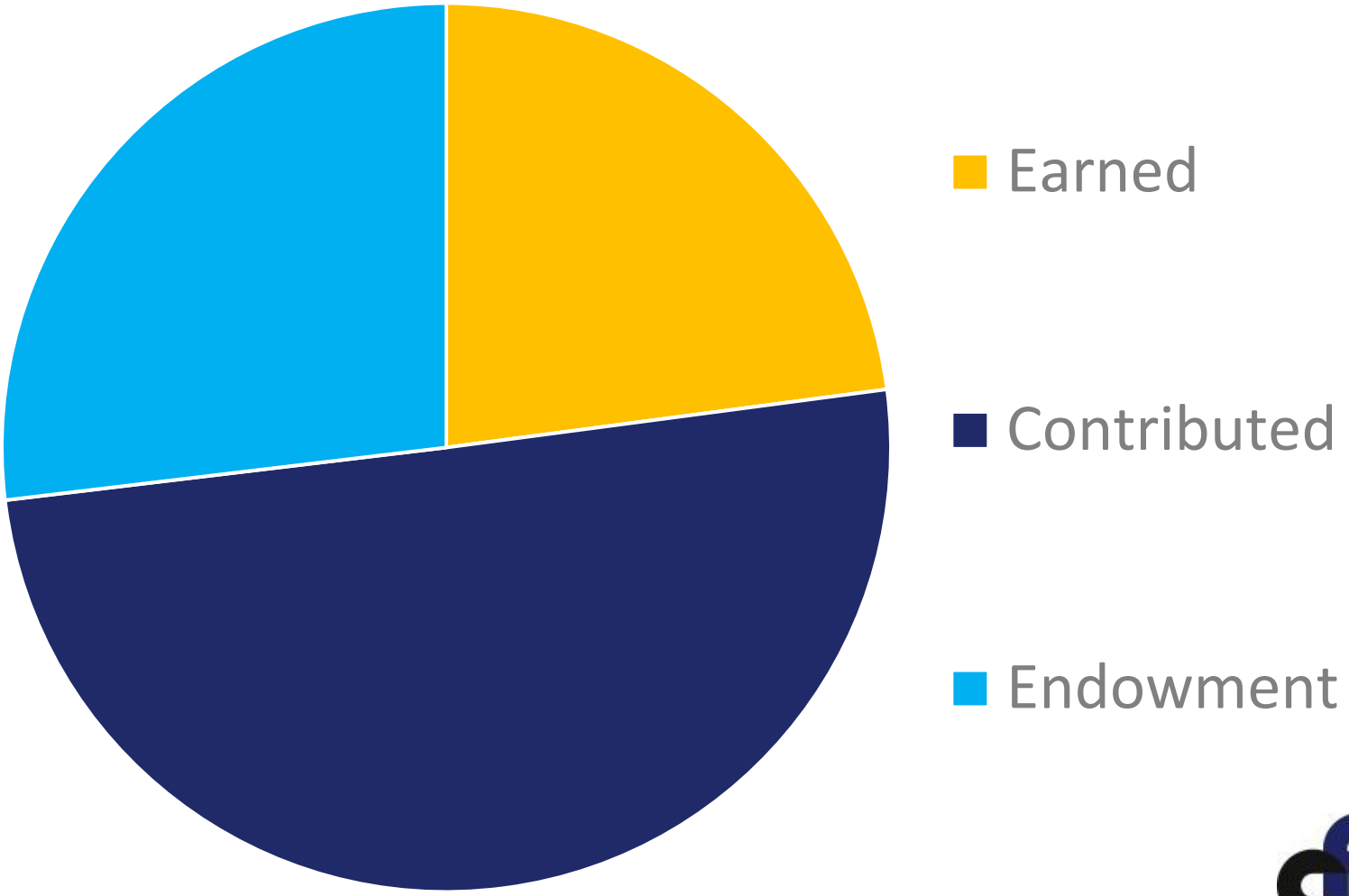
34 Board Members

9.5 Development Staff

Director Tenure: 6 years

CREATIVE FUNDRAISING ADVISORS

Annual Operating Revenue



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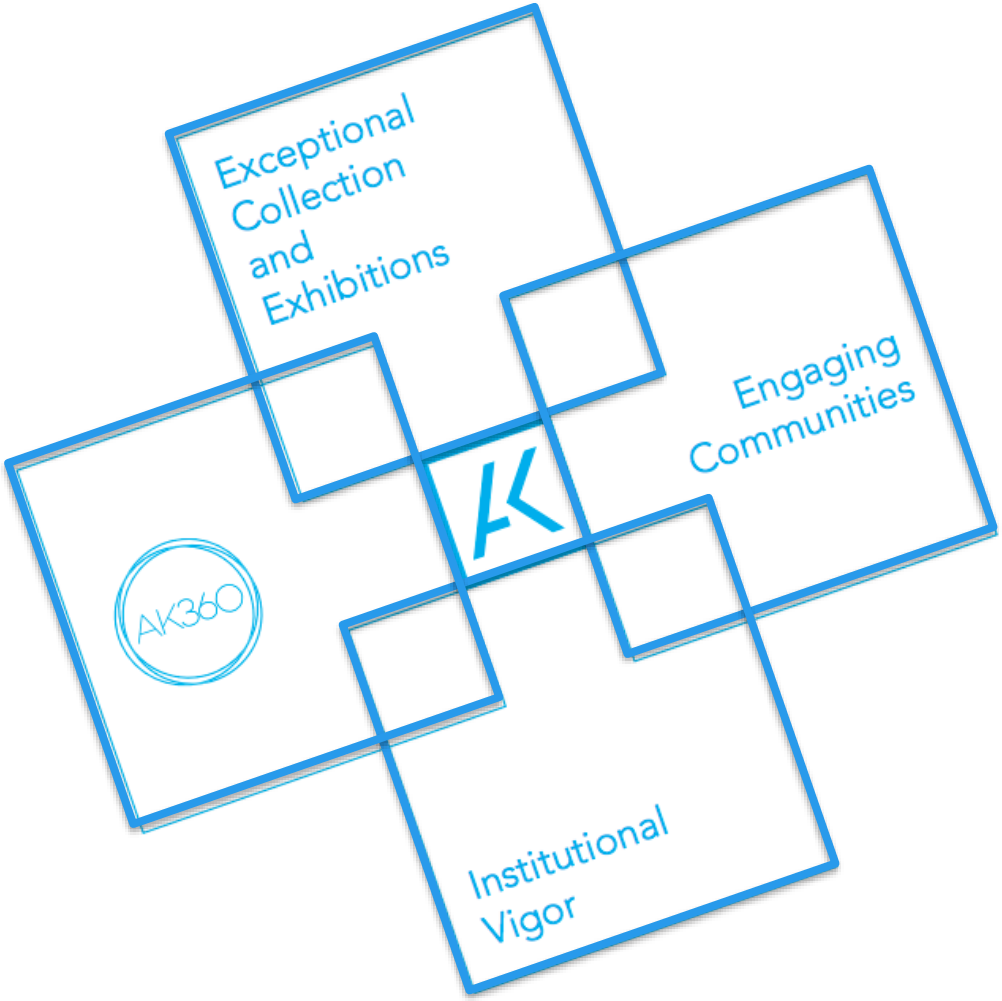
Connecting Art, Ideas and People: 2016-2026



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AK360

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E.B. Green
1905

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Gordon Bunshaft
1962

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We have issues…

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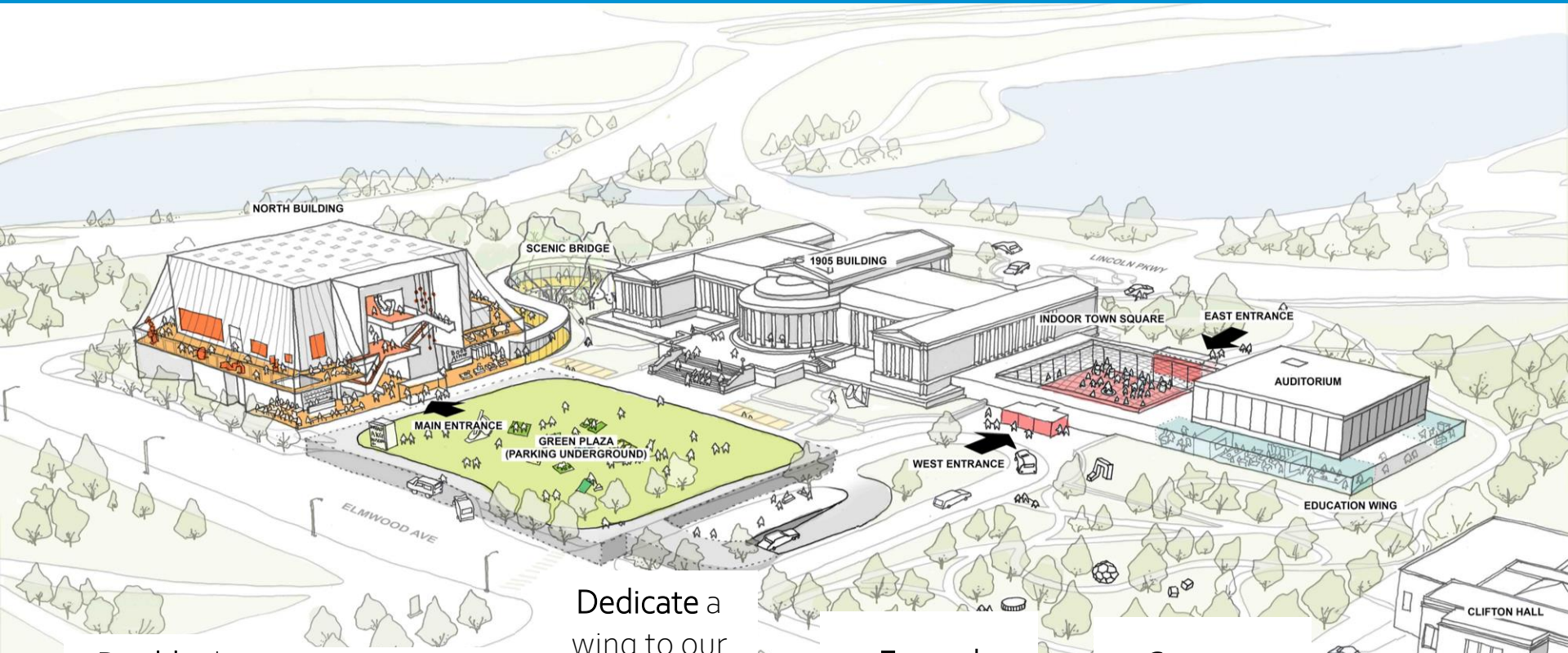
SIX ELEMENTS OF AK360



1. **Double** the amount of the collection on view
2. **Refurbish** existing architectural treasures
3. **Dedicate** a wing to our community by eliminating admission fees
4. **Expand** spaces dedicated to education
5. Create a vibrant **destination** landscape
6. **Energize** future operations

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Courtyard, circa 1962

CREATIVE FUNDRAISING ADVISORS

Common Sky by Olafur Eliasson, 2019

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WEST FAÇADE FROM ELMWOOD AVENUE,
1913

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WEST FAÇADE FROM ELMWOOD AVENUE, TODAY

CREATIVE FUNDRAISING ADVISORS

WEST FAÇADE FROM ELMWOOD AVENUE, PROPOSED

CREATIVE FUNDRAISING ADVISORS

CREATIVE FUNDRAISING ADVISORS

Winter 2015-16: Feasibility Study informs $80M Goal

THE NEW YORK TIMES, SATURDAY, SEPTEMBER 24, 2016

A Buffalo Art Museum Raises Big Money in a Hurry

Albright-Knox Plans Expansion

By ROBIN POGREBIN

Most museums take years to complete multimillion dollar fund-raising campaigns, working laboriously to secure lead gifts and come up with the last dollar. Now the Albright-Knox Art Gallery in Buffalo has introduced a new, unorthodox model. On Friday, the museum announced that in less than 12 weeks — it had raised $103 million for its $125 million expansion to be designed by Rem Koolhaas's firm, OMA, thanks to the largess of the Los Angeles financier Jeffrey Gundlach and the assistance of Amy Cappellazzo, a Sotheby's chairwoman, who are both from Buffalo.

"It's probably the fastest capital campaign in U.S. history," said Janne Sirén, the gallery's director. "It has certainly been a whirlwind."

The museum will be renamed the Buffalo Albright-Knox-Gundlach Art Museum, or the Buffalo AKG Art Museum.

"The museum should say Buffalo on it, for goodness sake," said Mr. Gundlach, 56. "It's probably greatest cultural treasure in

The Albright-Knox Art Gallery will soon be called

Optimism, civic pride pervade art gallery

B2

THE BUFFALO NEWS/THURSDAY, NOVEMBER 30, 2017

CITY & REGION

Gundlach pledges $10 million more to Albright-Knox

By COLIN DABKOWSKI

NEWS ARTS CRITIC

Buffalo-born billionaire and philanthropist Jeffrey Gundlach has pledged an additional $10 million to fund the Albright-Knox Art Gallery's expansion, and he purchased a house near the gallery that he plans to renovate.

The pledge and home purchase, first reported by WIVB-TV and confirmed by Albright-Knox director Janne Sirén, further solidified Gundlach's already historic contribution to the museum that will bear his name when it opens in 2021.

The original gift of $42.5 million from the 58-year-old donor already ranks as the largest single donation to a cultural institution in Western New York history.

Gundlach, in an email to The Buffalo News, said the additional pledge was designed to "help realize the courageous expansion of the project's vision."

"The Buffalo of today is not the Buffalo of recent decades past," he said in the email.

"The Buffalo of today has pride and economic momentum. The Buffalo of today can and should stand on its own two feet, even if it needs a little assistance getting there from time-to-time."

Like Gundlach's original gift, the pledge is designed to motivate others to support the gallery's expansion project, which has so far raised about $125 million of a $155 million goal. In a plan designed by Gundlach, all money the gallery raises in the next year will be matched, up to $10 million.

Sirén, reached by phone Wednesday, praised Gundlach's continued generosity to the museum. "It's extraordinary and visionary and it helps us catalyze the second round, the final second round, of the capital campaign," Sirén said.

"Our fundraising efforts will be na-

tional," Sirén said, with a

on "individuals who ma

Buffalo as well as colle

not have ties to Buffalo

ested in the work the

does."

Gundlach echoed

his expanded pledge

age other donors, bot

and foundations, "to

I believe history wi

transforma

Summer 2016: $103 million in ten weeks

ACTIVE FUNDRAISING ADVISORS

ALBRIGHT-KNOX EXPANSION PROJECT

Mark Mulville/Buffalo News

Photos by Derek Gee/Buffalo News

At left, art collector Jeffrey Gundlach and his mother, who took him to the Albright-Knox when he was a child. At top, the billionaire accepts applause during an event at the gallery Friday. Above, Gundlach, speaks to public officials and art fans following Friday's announcement.

Masiello calls gift 'transformative, revolutionary'

GUNDLACH • from A1

Poloncarz kvetched that the county's $5 million contribution

invigorating. I'm excited to see it thriving," Kayla Zemsky said, adding that she's moving back to Buffalo after years in New York City partly out of a desire

(Gundlach) said, people want to talk proud about Buffalo and what's been happening for the past decade."

That sense of excitement

hope that the Albright-Knox's success would filter down to the rest of the arts community.

"I think it's very exciting," said Hallwalls Contemporary

Edmund Cardoni, whose organization has often worked with the gallery. "This is already a great museum, but to have the new added expansion is very

for it to happen much sooner, within my lifetime and within my career."

email:

Current Campaign Total: $152.7M

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The Buffalo AKG Art Museum

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Albright-Knox around the region

Albright-Knox Northland

Albright-Knox Public Art

Albright-Knox Art Truck

Albright-Knox Northland programming made possible by a Leadership Gift from M&T Bank

The Albright-Knox Public Art Initiative was established and is supported by leadership funding from the County of Erie and the City of Buffalo.

Art Truck made possible by a Leadership Gift from BlueCross BlueShield of Western New York

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Thank you!

Albright-Knox

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Capital Campaign
Liz Jackson, Vice President
2019 AMDA Conference
San Francisco

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SAN ANTONIO

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BRISCOE
WESTERN ART MUSEUM

The vision of the Briscoe Western Art Museum is to inspire the community to explore and engage with the diverse art and heritage of the American West.

the **west** starts **here**

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BRISCOE
WESTERN ART MUSEUM

2008 Completed $30 million capital campaign

2009 Began renovation of historic library – built adjacent exhibition space and rental venue

2013 Museum opened with Dr. Stephen Karr, Executive Director

2014 Board opted for dual leadership
Dr. Michael Duchemin, President & CEO
Liz Jackson, Vice President

2019 Board entering the exploration stage of a capital campaign for expansion

CREATIVE FUNDRAISING ADVISORS

BRISCOE
WESTERN ART MUSEUM

- 50,000 square feet
- $5 million budget
- 34 fulltime employees
- 18 board members
- 2.5 years current leadership

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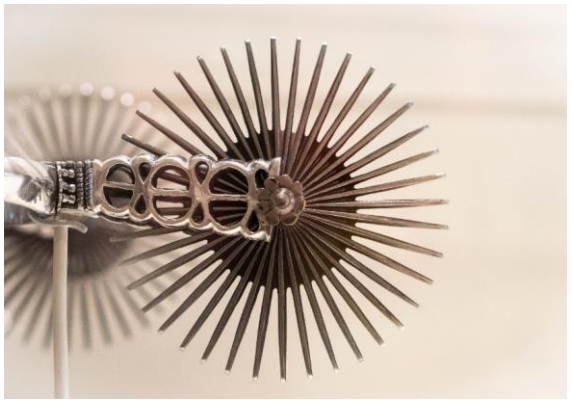

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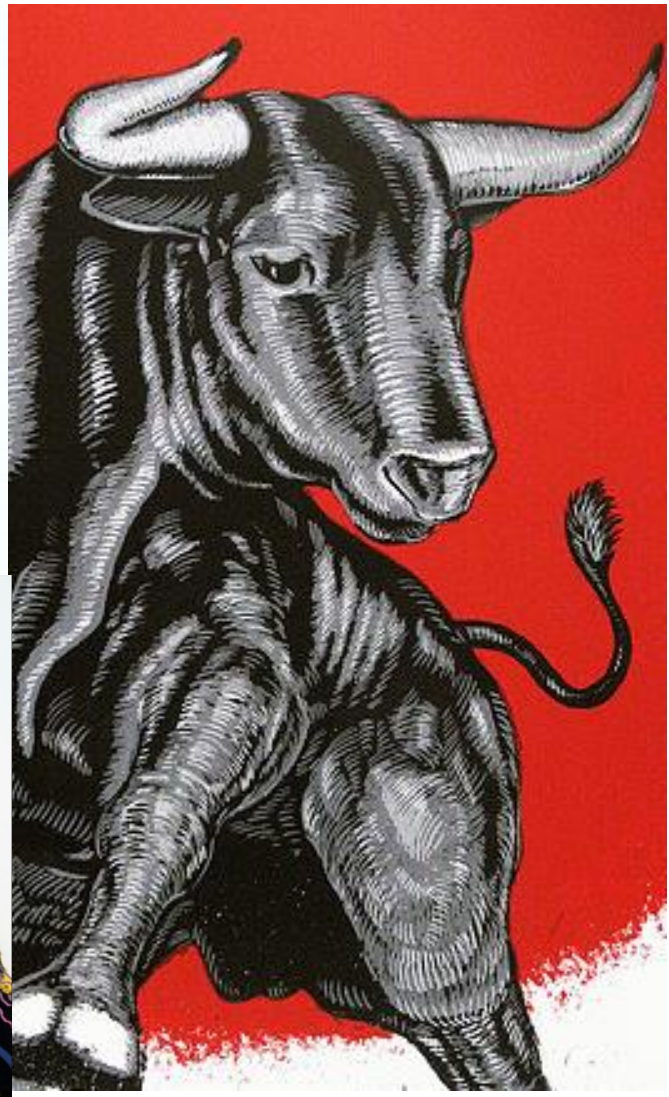

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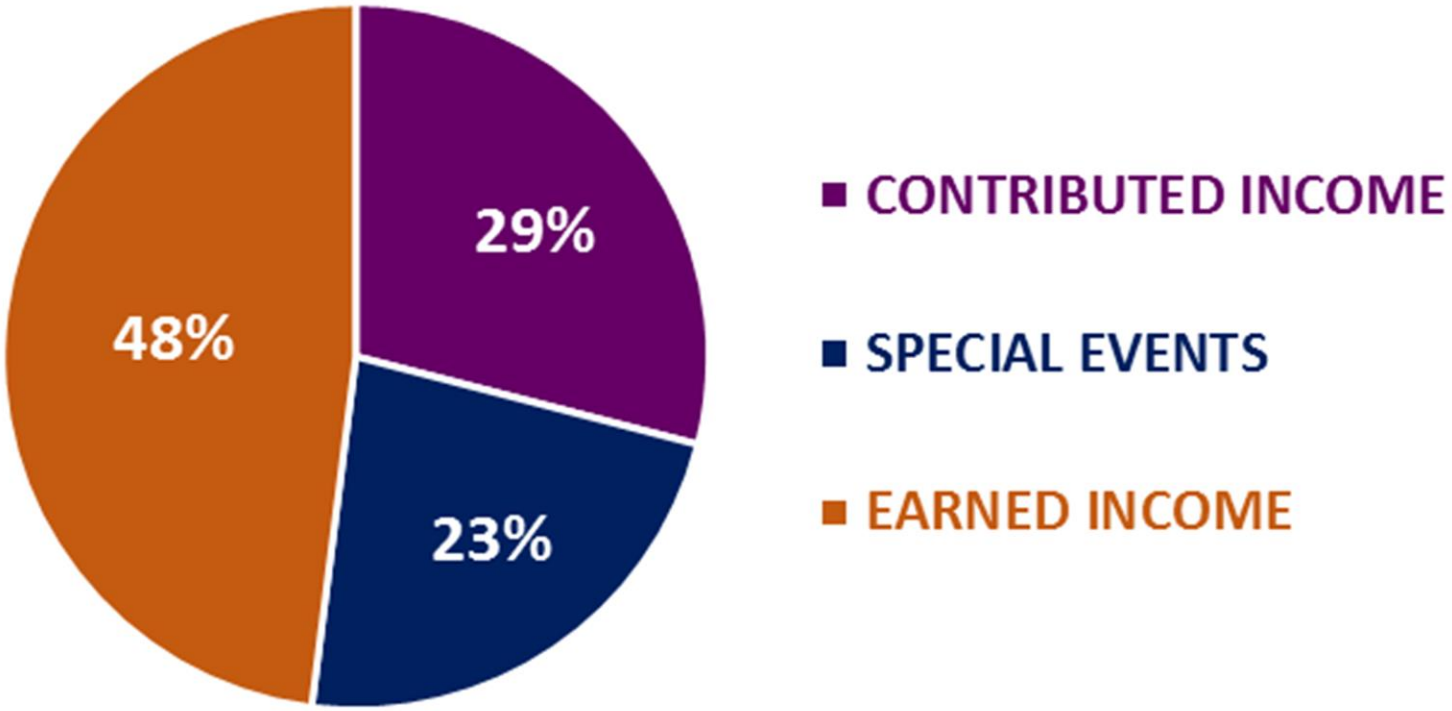
CONTRIBUTED/EARNED/EVENT INCOME



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BRISCOE
WESTERN ART MUSEUM

WHY MUSEUM EXPANSION?

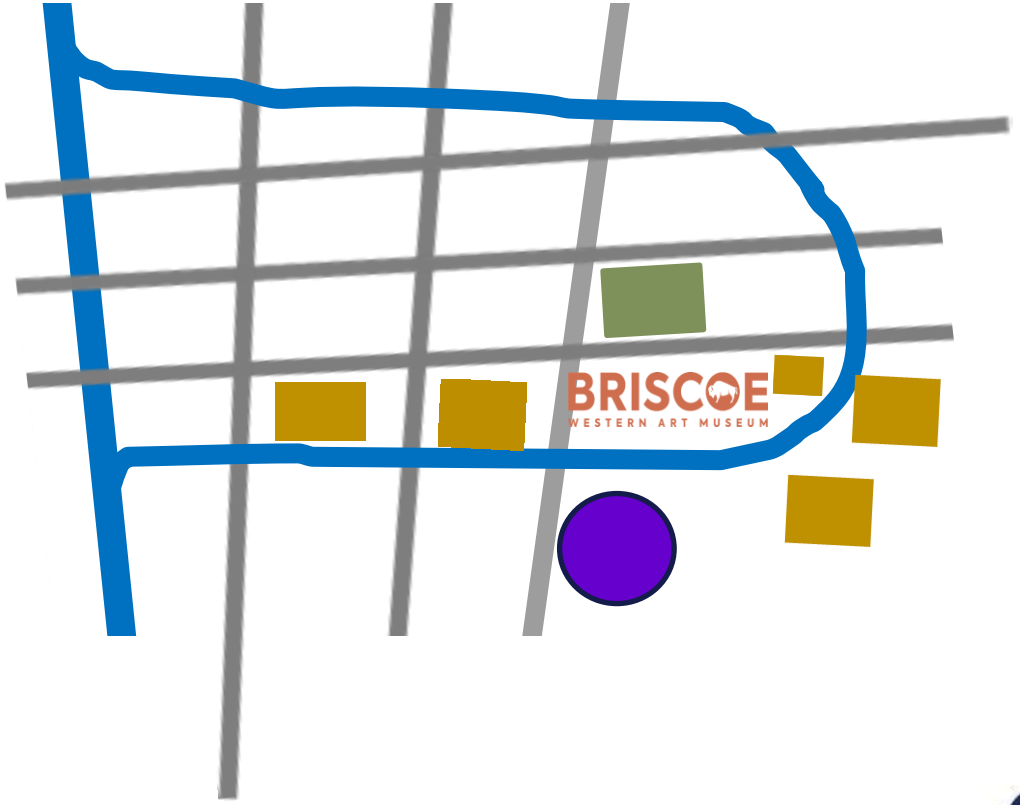
EXPANDED EDUCATIONAL OUTREACH

EXPANDED SPACE FOR EXHIBITIONS

EXPANDED COLLECTIONS & CONSERVATION

CREATIVE FUNDRAISING ADVISORS

THE OPPORTUNITY



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BRISCOE
WESTERN ART MUSEUM

PROS	CONS
FASTEST GROWING CITY IN U.S.	DEMOGRAPHIC GROWTH IN OUR FAVOR?
LOCATION	LOCATION
UNIQUE EXPERIENCE	COMPETITION
FULFILL FAMILY PROGRAMMING COMPONENT	DONOR FATIGUE
STRONG BOARD	PARKING
IF NOT "NOW", THERE WILL BE NO "WHEN"	TOO SOON?

CREATIVE FUNDRAISING ADVISORS

BRISCOE
WESTERN ART MUSEUM

$30+ MILLION CAPITAL & ENDOWMENT CAMPAIGN

CREATIVE FUNDRAISING ADVISORS

BRISCOE
WESTERN ART MUSEUM

PREPLANNING

- NEGOTIATING THE SPACE
- LAUNCHING FEASIBILITY STUDY

Assessing our internal capacity
Developing a case to support our campaign
Testing our case with our community
Identify leading gifts
Create a plan
Develop solicitation strategies

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ADVISORS

HAMMER MUSEUM
Capital Campaign

Justin Glasson
Chief Advancement Officer
AMDA Conference 2019

Los Angeles

Our Mission

The Hammer Museum believes in the promise of art and ideas to illuminate our lives and build a more just world.

CREATIVE FUNDRAISING ADVISORS

Facts-at-a-Glance

- 250,000 annual visitors
- $25 million operating budget
- 175 full- and part-time staff
- 22 board members
- 50,000 works in collection
- 120,000 SF facility

CREATIVE FUNDRAISING ADVISORS

Key Dates

1990 Founded by Dr. Armand Hammer

1994 Operating partnership with UCLA

1999 Ann Philbin becomes director

2006 Maltzan begins periodic building upgrades

2015 UCLA acquires building and lease

2016 Start of construction and capital campaign

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Armand Hammer Collection

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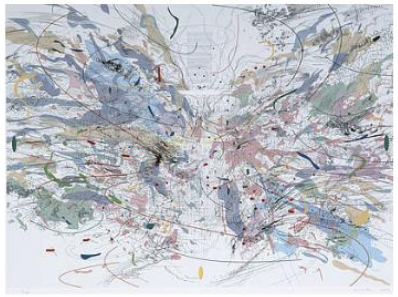

Grunwald Center for the Graphic Arts

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Hammer Contemporary Collection

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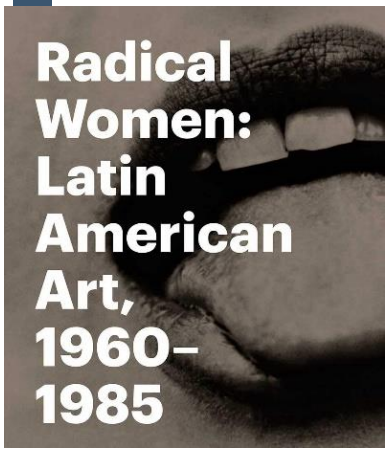

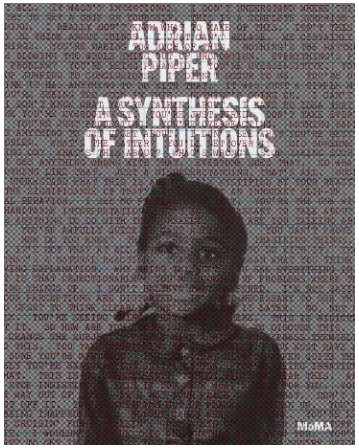

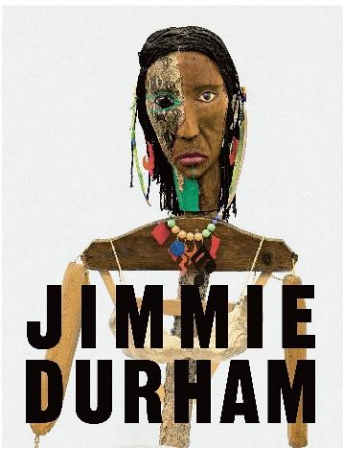

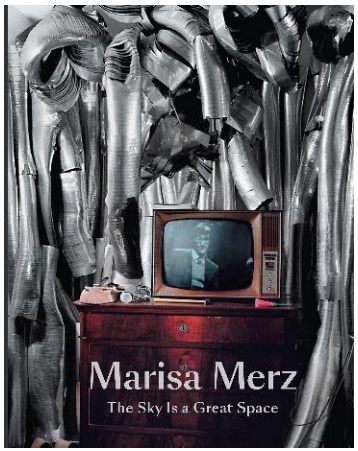

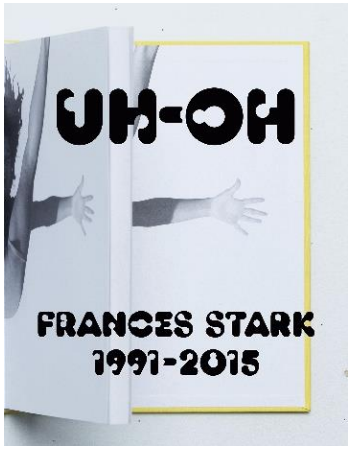

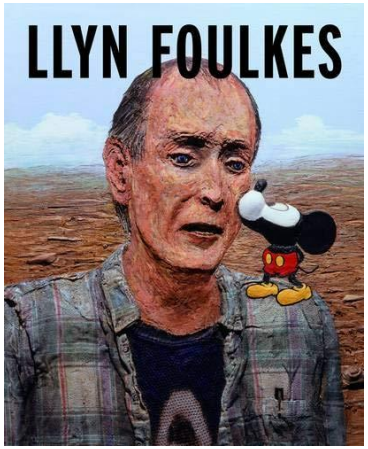

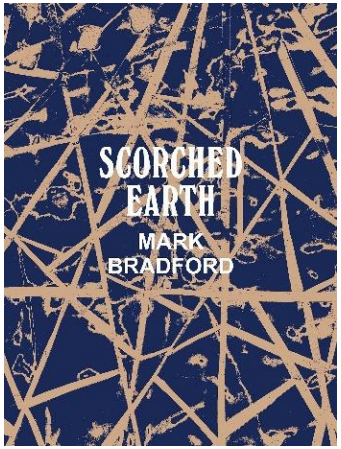

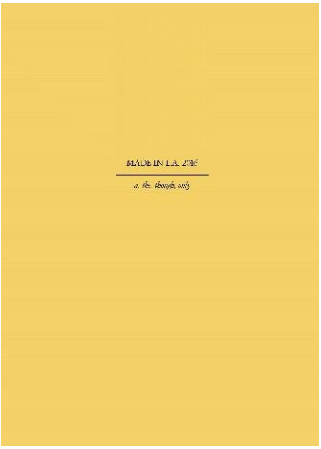

Special Exhibitions

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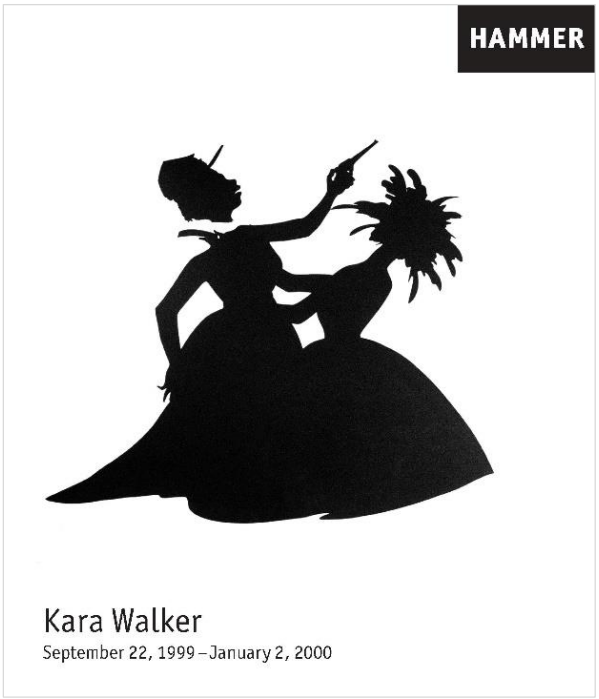

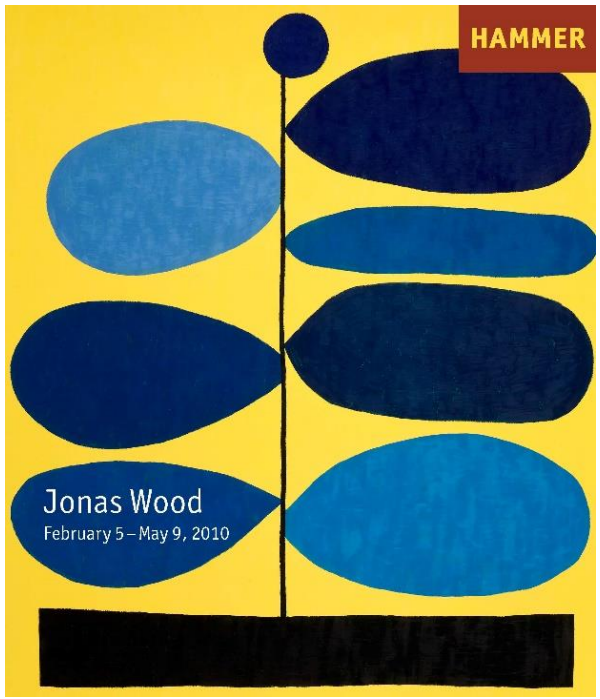

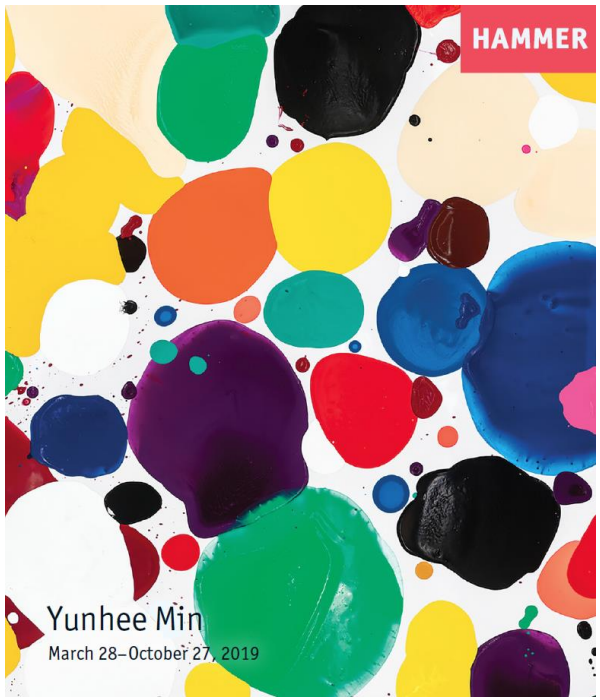

Hammer Projects Series

150+ artists since 1999

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Public Programs

2,500+ speakers since 2005

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Los Angeles Times

RISK TAKER

Ann Philbin and art of the provocative thrive at the Hammer

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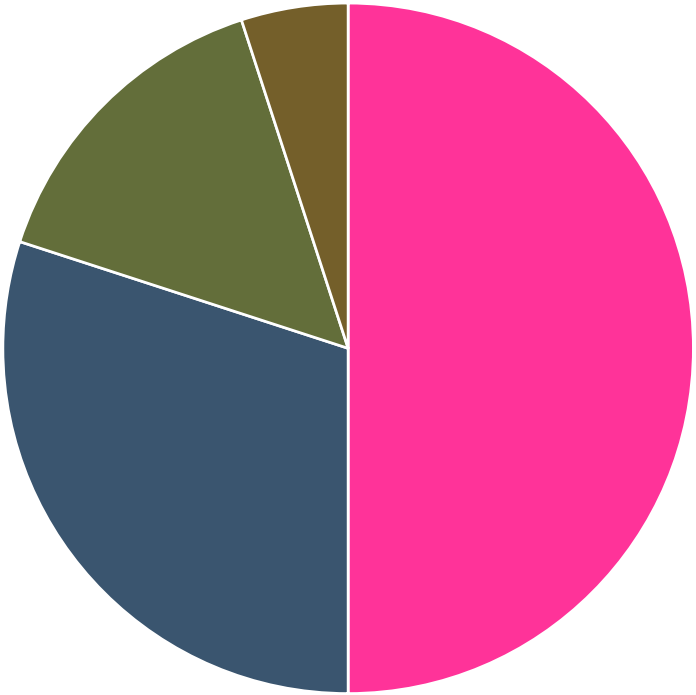
Annual Operating Revenue



$25 Million Total

- 50% Fundraising
- 30% Endowment
- 15% UCLA Support
- 5% Earned Income

CREATIVE FUNDRAISING ADVISORS

Campaign Summary

- $180 million goal
- Half for construction, half for endowment
- Quiet phase began spring 2016
- Public launch with $130 million in Feb. 2018
- $150+ million committed to date (85%)
- Target completion by end of 2020

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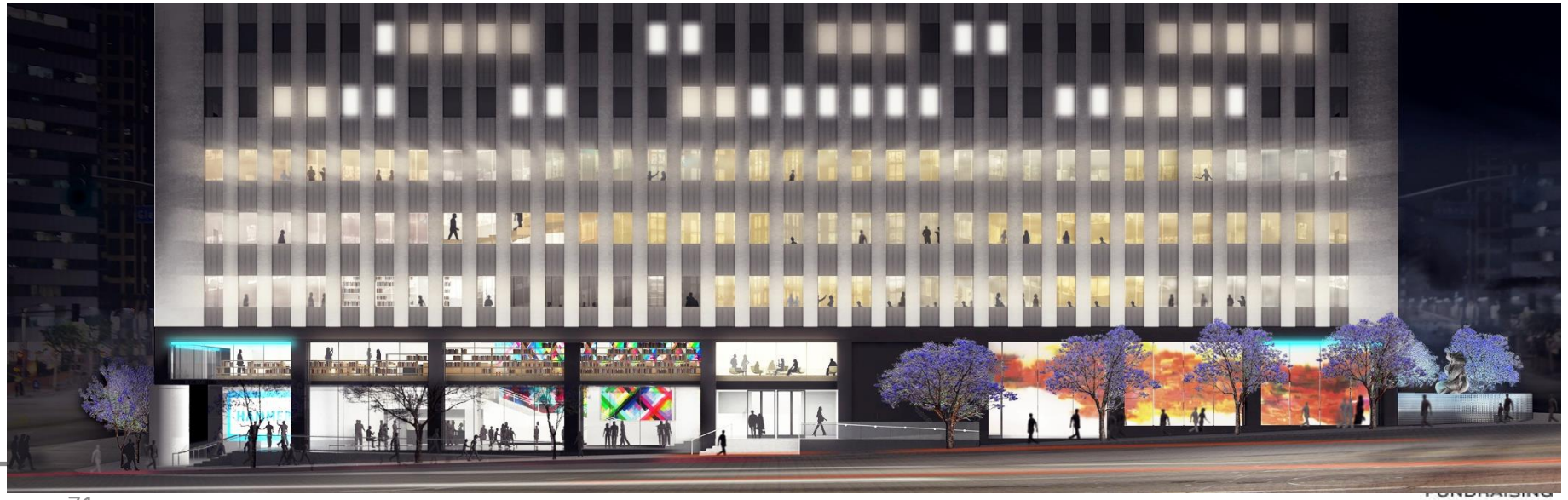
HAMMER MUSEUM



Five Campaign Goals

Adding Visibility

Dramatic presence on a full block of Wilshire Blvd.

Expanding the Galleries

60% more gallery space for artists and exhibitions

Showcasing the Collection

Premier facilities for L.A.'s 3rd largest collection

Building Community

20,000 square feet of enhanced public spaces

Supporting the Mission

Two-story expansion of office and support space

CREATIVE FUNDRAISING ADVISORS

Professional Partners

COOPER ROBERTSON

GG+A

kbda

POLSKIN ARTS & COMMUNICATIONS COUNSELORS

Sotheby's

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Campaign Book

AAM 2018 Design Awards
First prize in Fundraising
and Membership Material

Building Naming Gift

CREATIVE FUNDRAISING ADVISORS

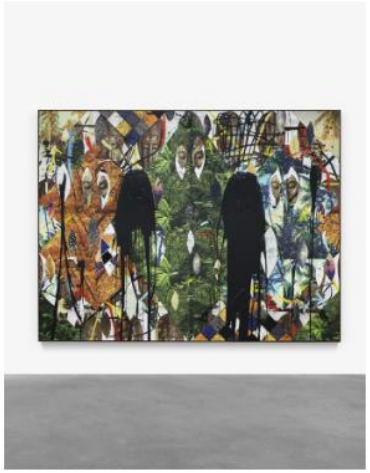
Benefit Auction in New York

ARTISTS FOR THE HAMMER MUSEUM

CHARLES GAINES
numbers and trees: central park series iv: tree #6, carmichael
LOT SOLD 475,000 USD

MARK BRADFORD
scratch pink
LOT SOLD 3,020,000 USD

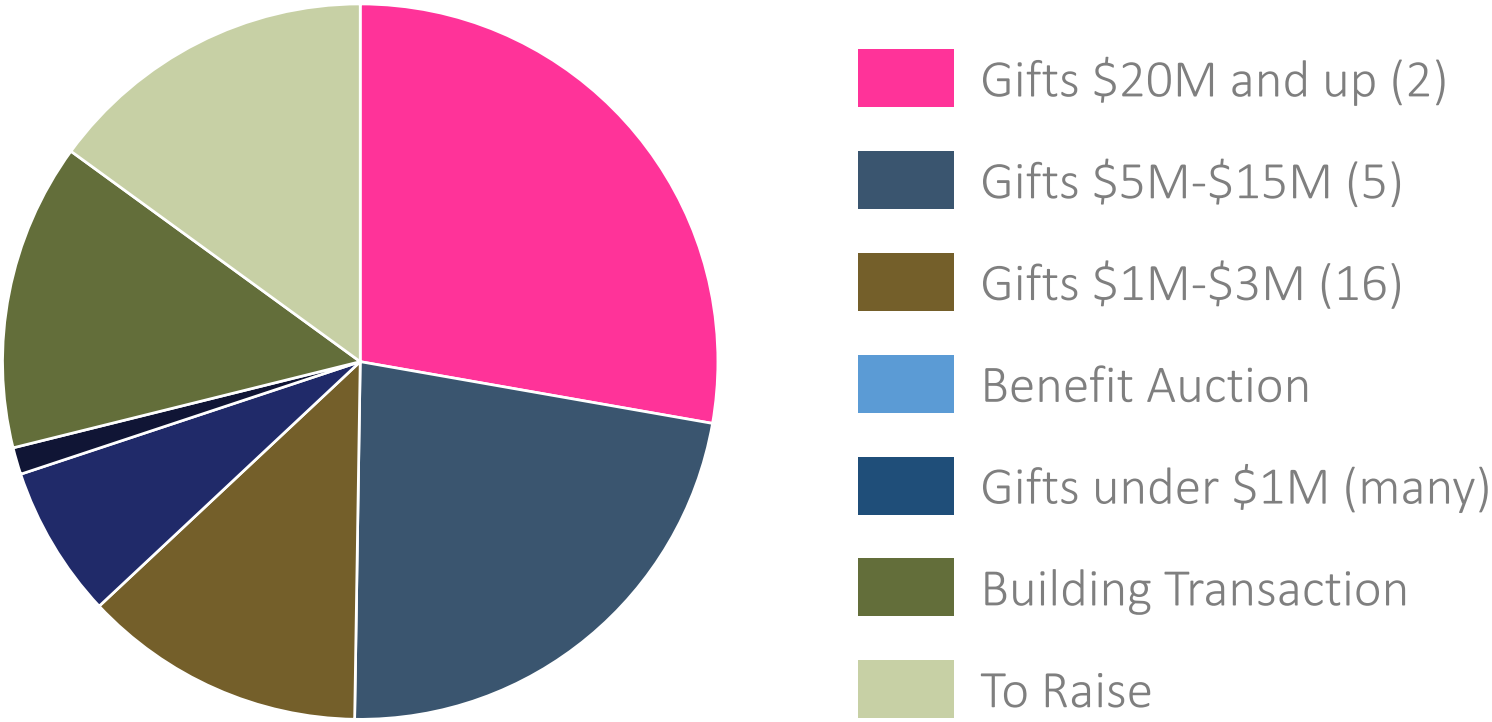
MARK GROTJAHN
untitled (poppy red & yellowed orange butterfly 50.94)
LOT SOLD 1,340,000 USD



RASHID JOHNSON
untitled escape collage
LOT SOLD 1,160,000 USD

CREATIVE FUNDRAISING ADVISORS

$180 Million Campaign Revenue



CREATIVE FUNDRAISING ADVISORS

Thank you

DISCUSSION

CREATIVE
FUNDRAISING
ADVISORS