

# Howe-Lewis International

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## HOWE-LEWIS INTERNATIONAL POSITION SPECIFICATION

9.27.24

**TITLE:** Director of Institutional Advancement

**ORGANIZATION:**



**WEBSITE:** [sbma.net](http://sbma.net)

**LOCATION:** Santa Barbara, CA

### **MISSION**

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The Mission of the Santa Barbara Museum of Art is to integrate art into the lives of people. The Museum delivers on this promise through its collections, exhibitions, educational and travel programs as well as community engagement activities.

The institution is embarking upon a strategic planning process to build on its strong reputation and success and ensure greater impact and broader reach for its communities and to ensure that the Museum is sustainable and continues to thrive and grow for years to come.

### **THE OPPORTUNITY**

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The Director of Institutional Advancement is a newly created role designed to enhance engagement, philanthropy, and awareness of the Museum and its mission and role in the cultural and educational landscape of Santa Barbara and beyond.

The individual in this role will join the Museum at an exciting and pivotal moment of change and will be a contributing member of the executive team, working closely with the Museum's dynamic and accomplished Director, Amada Cruz, as well as with board members, colleagues, volunteers, donors, members, visitors and the community at large.

57 West 57<sup>th</sup> Street • 4<sup>th</sup> Floor • New York • NY • 10019  
(212) 697-5000  
[Howe-Lewis.com](http://Howe-Lewis.com)

## HISTORY

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The Santa Barbara Museum of Art (SBMA) opened to the public on June 5, 1941, in a building that was at one time the Santa Barbara Post Office. Chicago architect David Adler simplified the building's façade and created the Museum's galleries, most notably Ludington Court which offers a dramatic sense of arrival for visitors.

Over time, the Museum has expanded its footprint with the addition of the Stanley R. McCormick Gallery in 1942, the Sterling and Preston Morton Galleries in 1963, the Alice Keck Park Wing in 1985, and the Jean and Austin H. Peck, Jr. Wing in 1998. Complete renovation of the original post office building was completed in the fall of 2020, and the summer 2021 reopening of the new and expanded galleries was one of the most important civic events in many years, bringing excitement and joy to Santa Barbara. The new facilities enhance the overall Museum experience and help ensure that future generations will be inspired by the extraordinary art and arts programming.

## SBMA TODAY AND TOMORROW

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### Audience

As one of the leading art museums on the West Coast, the SBMA serves a diverse audience of approximately 70,000 people annually. In addition to its significant collections and first-rate exhibitions, the Museum offers a wide variety of educational and interpretive programs and has ambitious plans to increase these activities to reach as broad and diverse audiences and participants as possible. Its 75-member Docent Council provides over 800 gallery tours and slide talks annually. The Museum's travel program offers extraordinary, behind-the-scenes experiences for participants.

### Permanent Collection

The Museum's collection of the arts of Asia, Europe, and the Americas includes paintings, sculptures, prints, drawings, photographs, ceramics, glass, jades, bronzes, lacquer, and textiles. The broad areas in which SBMA hold a significant number of works of exceptional quality include international antiquities from China, India, Greece, Rome, Egypt, and the Near East and the 19<sup>th</sup>-, 20<sup>th</sup>-, and 21<sup>st</sup>-century art from Asia, Europe, and the Americas. Particular strengths of the collection are the 19<sup>th</sup>- and 20<sup>th</sup>-century American and European art, contemporary American painting, Latin American art, photography, and the arts of Asia, especially China. The Museum owns David Alfaro Siqueiros's *Portrait of Mexico Today, 1932*, one of only three murals created by him while in political exile on Los Angeles.

### Education

The Museum brings people and art together through a broad array of formal and informal learning opportunities for all ages, both in the Museum and in the community. The Museum provides art education programs to over 26,000 people annually. These include academics, outreach and afterschool programs for K-12<sup>th</sup> grade students, activities and events for families, classes for college students, and lifelong learning opportunities for adults and seniors. In addition, the Museum regularly organizes and hosts lectures, symposia, film series, and focused gallery tours for the Museum's major exhibitions. Many of these programs involve collaborations with community organizations, schools and teachers, colleges and universities, as well as selected artists.

As an educational institution, SBMA has the following goals:

- To provide life-enhancing experiences with works of art.
- To provide art experiences that encourage an individual's cognitive and empathetic growth.
- To promote the idea that life-enhancing experiences with works of art have both private, individual benefits as well as community benefits.
- To provide studio art instruction in the context of the Museum's collections and exhibitions.
- To increase community participation in the Museum especially among underserved audiences.
- To facilitate informed discussion on artistic and cultural issues of interest to the community.

### **Commitment**

Recognizing that the art museums play a constructive role in society, SBMA is committed to:

- Serve and educate the public.
- Champion a breadth of artistic expression.
- Enhance quality of life in the community.
- Accomplish these through the collection, research, preservation, and exhibition of works of art and the advancement of knowledge about them.
- Succeed as an organization through effective interdependence, collaboration, and innovation.

### **QUICK FACTS ABOUT SBMA**

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- Comprises 25,000 works of art: an art museum of magnitude and quality more commonly found in cities eight times the size of Santa Barbara.
- Spans more than 5,000 years of human creativity.
- Includes classical antiquities rivaled in the West only by the J. Paul Getty Museum.
- Includes masterpieces of French Impressionism, plus four works by Claude Monet.
- Presents at its front door *Portrait of Mexico Today, 1932*, the only intact mural in the United States by David Alfaro Siqueiros, and capstone of the Museum's distinguished collection of Latin American art.
- Brings world-renowned exhibitions to Santa Barbara.
- Originates exhibitions that travel to museums across the Americas and Europe.
- Welcomes approximately 70,000 visitors to exhibitions and activities each year.
- Provides education programs to over 26,000 people in Santa Barbara County each year, free transportation for school groups and afterschool activities, and free California State Standard-based education programs for Santa Barbara district students in grades K-12.
- Receives less than 1% of its budget from government grants and no regular tax dollars.
- Spends approximately 20% of every dollar on education programs.

### **PRIMARY FUNCTION**

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The Director of Institutional Advancement (DIA) will lead all the fundraising activities of SBMA including the development of a fundraising strategy, execution of fundraising programs, and overseeing development operations for the Museum.

The DIA will design and implement a thoughtful and forward-thinking fundraising strategy across the Museum. Working closely with their Development team, the Director, Board, Curatorial and Education

teams, the DIA will build on the momentum of the recent successful capital and endowment campaign and the enthusiasm for the renovated building by developing new and effective ways to cultivate and steward existing donors as well as attract new supporters. The DIA works closely with the Director to advance both short- and long-term institutional funding priorities, build the philanthropic pipeline, establish meaningful and lasting relationships with major donors, and help secure the overall financial health of the Museum.

In partnership with the Director, the DIA is tasked with initiating and leading planning for large-scale capital campaigns, growing the endowment, and fundraising toward and ultimately aiming to expand an approximately \$10 million budget.

## **REPORTING RELATIONSHIPS**

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The DIA reports to the Eichholz Foundation Director, [Amada Cruz](#), and works closely in partnership with the leadership team and the Board of Trustees. The DIA will also collaborate with the entire range of disciplines and departments of the Museum.

Reporting to the DIA is a team that includes:

### **Advancement Team:**

- Planned Giving/Membership Manager
- Assistant Director of External Affairs
- Government, Foundation, and Corporate Relations Manager (to be hired)
- Membership and Database Coordinator
- Annual Fund Manager (part-time)
- Development Assistant

### **Events Team:**

- Event Manager
- Support Group and Events Coordinator

### **Travel and Special Programs Team:**

- Manager of Travel and Special Programs
- Travel and Special Programs Coordinator (part-time)
- Travel and Special Programs Assistant (part-time)

## **FUNDING**

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SBMA has a current annual operating budget of approximately \$10 million and a staff of approximately 100. Sources of income include 20% from philanthropy, including generous and committed board members and other individual donors, special events, corporate and foundation support, government, and membership.

The Museum has an endowment with a current market value of approximately \$60 million. Plans call for a major campaign to increase the endowment and to support curatorial, programmatic, and operating needs. A campaign consulting firm has been retained to assist in the planning and execution of the campaign.

## SPECIFIC RESPONSIBILITIES

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### **Advancement**

- Create and implement annual and long-range strategies and tactics to increase contributed income, in cooperation with the Director that supports SBMA's mission.
- Assess current operations of the department and develop a plan to systematically strengthen the organization to meet future priorities, including the planning and leadership for capital campaigns and other institutional priorities and special campaigns.
- Design and implement an annual fundraising plan that includes strategies to address current and future fundraising needs as guided by the strategic plan.
- Provide leadership and a framework designed to attain and exceed goals for annual operating support, including all membership efforts, expansion of planned giving efforts, and capital fundraising initiatives as well as tactics for identifying, cultivating, and soliciting new donors capable of making leadership gifts.
- Oversee the entire range of development related tactics and strategies.
- Develop systems and structures including research and prospect tracking to help support the Museum's development efforts.
- Position and prepare the Director and Trustees for fundraising cultivation, solicitation, and stewardship.
- Create strong, trusted relationships across the institution and work in close collaboration with Curatorial, Education, Finance, and Communications to foster a holistic and strategic approach to fundraising and stewardship and to coordinate initiatives that impact multiple aspects of the teams and the institution.
- Create strong, trusted, and collaborative working relationships with SBMA's entire staff.
- Maintain a regular presence in the Santa Barbara community, serving as an ambassador for the institution.

### **Membership**

- Lead, manage, and mentor Membership team in development of annual and long-term departmental goals and in membership campaigns.
- Supervise implementation of accurate reporting and execution of renewal activities.
- Coordinate membership benefit program and oversee performance.
- Oversee planning of membership events for all levels of membership.

### **Major and Principal Gifts**

- Research sponsor prospects and work with the Director, Board of Trustees, and Development Committee to secure sponsors and major gifts for Museum programs.
- Manage the caseload of top prospects and arrange onsite and offsite meetings, events, receptions, and visits with the Director, Trustees, and the Development Committee.
- Actively identify, cultivate, and solicit major and principal gifts prospects and donors, creatively strengthening their ties to the Museum by exploring their interests and matching those interests to Museum priorities.
- Expand the donor base with special effort directed at identifying the next generation of donors and leaders.
- Oversee stewardship of gifts and donor recognition.

### **Capital Campaigns**

- Work with the Director and outside consultants to plan and implement the upcoming campaign.

### **Board Relations**

- Serve as a direct liaison and steward of the Board of Trustees. Interface directly with Trustees on all matters related to fund development and their personal support of the Museum.
- Work with the Director and Trustees to identify, cultivate and, as appropriate, recruit new Board members.

### **Administration**

- Lead, hire, manage, support, and inspire a dedicated team. Provide effective staff development, coaching, mentorship, and performance management designed to achieve optimum results.
- Take corrective action as necessary on a timely basis and in accordance with company policy.
- Build and maintain a high-performance development department.
- Establish meaningful performance metrics; assist team members in achieving those goals.
- Implement a portfolio management system for development staff and senior leaders of the Museum, as well as manage their own portfolio of major gift donors and prospects.
- Develop and oversee the department budget and manage all resource planning for the department. Generate monthly and quarterly revenue reports, working closely with the Finance department to create and track relevant data analytics.
- Maintain department policies and procedures, ensure data integrity for all donors, gifts, pledges, and files, and accurately acknowledge all gifts and grants.
- Keep current on information and technology affecting functional areas to increase innovation and ensure compliance; establish and educate the team relative to best practices in the field.
- Advise staff on labor issues including safety, security, employee relations, scheduling, training, grievances, and the like.
- Maintain good working knowledge of the Museum's policies, procedures, educational practices, and ideologies.

## **CANDIDATE QUALIFICATIONS**

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### **Experience**

- Minimum of ten years of progressive experience and responsibility in the field of non-profit development, five of which include holding a supervisory position, directing a multifunctional staff. Extensive experience in fundraising with deep knowledge of fundraising principles that span capital and endowment campaigns as well as annual giving, planned giving, and gifts of art.
- Substantial leadership experience within a sophisticated fundraising operation, preferably in a museum or other cultural institution. A demonstrated track record of success recruiting, retaining, and leading a diverse team and ensuring an inclusive culture at all levels.
- Direct experience leading and expanding a successful major gifts program, as well as robust membership, grants, donor relations, capital, endowment, and special events programs.
- A frontline major and principal gift solicitor capable of negotiating high-level gifts and a track record of successful solicitation and closing of six- and seven-figure individual and institutional gifts (foundation, corporation, and government).
- History of identifying and engaging new communities of prospective donors.

- Proven success in building strong and lasting relationships:
- Track record of innovation and advancing a development program.
- Proven success implementing fundraising plans and cultivating relationships for all funding streams with a history of achieving relevant contributed income targets.
- Knowledge of best practices in arts fundraising is beneficial.
- Ability to partner effectively with a CEO/Director to lead a vibrant, sustainable advancement program.
- An understanding of the unique opportunities in an art museum setting including but not limited to curatorial support groups, travel programs, etc.
- Extensive experience working with an engaged and active board.
- Ideally, knowledge of the local and national philanthropic communities.
- Proven leadership and management capabilities ranging from creating and executing plans and achieving goals, to a commitment to excellence in all development activities.
- Strong leadership qualities including a successful history of managing staff and inspiring effective performance; able to lead people and get results through others.
- Strong orientation to teamwork, collaboration, and flexibility. Reputation for visibility, transparency, and responsiveness as well as hard work, innovation, and creativity.
- Ability to work with close attention to detail and to maintain confidentiality of sensitive information.
- Experience across digital and social as well as traditional platforms to extend development outreach.
- Strong intellectual capacity and analytical skills. Demonstrated record of data-driven decision making and solid understanding of budgets and finance.
- Experience with common business software and with commonly used fundraising prospect management tools.

**Personal Qualities:**

- Genuine passion for art and the Museum’s mission and the ability to hold meaningful conversations and foster relationships with prospective donors, collectors, curators, and other stakeholders.
- Diplomacy and the ability to work collaboratively with colleagues.
- Discretion required to manage confidential information as well as sophistication and social finesse in working with Trustees, staff, donors, and potential prospects.
- Ability to write and speak clearly and persuasively, and to deliver effective, consistent messages and presentations.
- Proactive with a clear set of priorities. Able to work under deadline pressures.
- Ability to take initiative and prioritize tasks, excellent time management, problem prevention, and problem-solving skills.
- The ability and willingness to attend evening and weekend events and activities on a regular basis and to serve as a highly visible ambassador for SBMA in the local community and beyond.

**Education:**

- A bachelor’s degree is required; an advanced degree is preferred.

## COMPENSATION

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The compensation range for this role is \$200,000-\$225,000 commensurate with experience and accomplishments, plus attractive benefits.

## CONTACT

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Nominations and expressions of interest will be held in confidence and may be sent to:

**Esther Rosenberg or Patty Greco**  
**Co-Managing Directors**  
**Howe-Lewis International**  
**(212) 697-5000**



To apply, please [click here](#) or visit [howe-lewis.com](http://howe-lewis.com) and click on the “Assignments” tab on the top menu. All expressions of interest will be held in confidence.