Fine Arts Museums of San Francisco (FAMSF)
Director of Development

FAMSF seeks a proven leader to drive significant annual, exhibition, and endowment campaigns for one of the world’s most visited art museums.

The Fine Arts Museums of San Francisco consists of the **de Young** and the **Legion of Honor**. Founded in 1895, the **de Young** today houses collections of American art; art of Africa, Oceania, and the Americas; and costumes and textiles. Designed by Herzog and de Meuron, the new museum opened in 2005 in Golden Gate Park with over 84,000 sq. ft. of gallery space, a 300-seat theater, an outdoor sculpture garden, state of the art conservation facilities, and public spaces for casual visitors to enjoy. The **Legion of Honor**, a gift of Alma de Bretteville Spreckels to San Francisco, provides a museum design that is based on the 18th-century Palais de la Légion d’Honneur in Paris. The **Legion** is located in Lincoln Park overlooking the Golden Gate Bridge and provides a classical setting for its collection of ancient and European art and large and diverse collection of works on paper.

The FAMSF permanent collection of more than 175,000 objects is organized into six areas and about 3,000 objects are on view at any time. Together the **Legion** and **de Young** received more than 1.7 million visitors in the year ended June 30, 2014, making FAMSF among the most visited art museums in North America.

FAMSF employs 300 staff, with another 250 to provide security and engineering services. 216 docents support the Museums’ educational mission, and 335 volunteers support other FAMSF activities. The current annual budget is about $60 million, with roughly a quarter funded by the City of San Francisco (in personnel and operating costs); a quarter by contributions from major gifts, grants, and sponsorships; and the balance by a combination of earned income, including membership dues, ticket sales, retail operations, and facilities rentals. The endowment is approximately $120 million. The Development Department’s fundraising target is currently $15 million.

The Director of Development reports directly to the Director of Museums and is expected to also work closely with the Board President, Chair of the Development Committee, and other senior FAMSF leaders. Particularly close relationships will be forged with the Directors of: Marketing; Member & Visitor Services (which drives membership – currently with 110,000 families and revenue of $10.7 million in 2012-13); and Strategic Projects (which supports all events at FAMSF). Member & Visitor Services and Strategic Projects report to the Deputy Director.

The Development Department includes three functional areas: **annual giving** coordinates outreach to donors whose annual individual memberships range from $1,000 to $50,000 for an annual giving total of $4 million; **major and planned gifts** targets donors with the capacity to additionally make special gifts toward exhibitions, educational and public programming, acquisitions of works of art, and endowment in the five- to eight-figure range; and **institutional giving** focuses on corporate sponsorships and grants from foundations, trusts, and the government. The department budget currently accounts for seven full-time staff members and two contractors. FAMSF expects to add a senior major gifts professional to the team in the next six months. The Director of Development is expected to periodically evaluate and, if necessary, re-envision the department structure, and develop a staffing plan that
justifies allocation of additional staff and other resources to the department based on fundraising performance.

A new CRM system is currently being installed with the objective of providing a unified view of visitors, ticket buyers, members, retail shoppers, and donors. This complex project is currently unfolding with the participation of the Development Department. The Director of Development is expected to have the maturity, creativity, and professionalism required to drive positive outcomes even as systems are being shaped and implemented.

The Director of Development will be a highly proactive and effective major gifts fundraiser who is comfortable working directly with and soliciting individuals, foundations, corporations, and other funders for six- and seven-figure gifts. He or she will recruit, retain, evaluate, motivate, and inspire a team of development professionals, shaping a team with the appropriate donor cultivation, individual giving, and institutional giving skills and experiences.

The Director of Development will establish work plans and performance objectives for each team member and regularly review performance. The overall development philosophy of FAMSF is to hire and retain the very best professionals, and to focus on engaging major donors in building support for the FAMSF collection, exhibitions, and public and educational programs.

A hands-on and deeply involved fundraiser, the Director of Development will coach the organization’s leaders, staff, board members, volunteers and other community members on how to integrate a fundraising perspective and fundraising accountability into all aspects of the Fine Arts Museums of San Francisco’s exhibitions, programs, operations, and governance.

**IMMEDIATE PRIORITIES**
The Director of Development will:

- Thoroughly understand the Fine Arts Museums of San Francisco’s history, culture, art, programs, personalities, constituencies, properties, governance structure, base of financial support, and the short- and long-term funding requirements of all segments of the organization; develop strong relationships with and secure the trust and confidence of the Director of Museums, the President of the Board, Chair of the Development Committee, staff and board members, and others who are critical to fundraising efforts;

- In collaboration with the Director of Museums and the President of the Board of Trustees: continually update the fundraising plan, setting objectives for individual and institutional fundraising and success metrics; identify board members that will be actively involved in fundraising activities; continually align FAMSF’s fundraising practices and infrastructure to best practices; ensure successful adherence to restricted giving agreements;

- Establish clear standards for stewardship, donor recognition, and institutional sponsorship, with particular emphasis on the goal of donor retention;

- Work with the Directors of Strategic Projects, Member and Visitor Services, and Marketing to encourage members to increase their contributions to the Museums and to join the various annual giving societies at increased levels.

- Management of day-to-day fundraising at the museum, including:
  - Undertake direct individual annual major gift solicitations as appropriate with the support of the Director of Museums, the President of the Board of Trustees, members of the Board of Trustees, and other FAMSF staff;
- Drive an institutional giving program for international, national, regional, and local sponsorships; corporate gifts; and government and foundation grants;
- Aggressively implement a structured program for donor recognition, the identification of new donors, and the cultivation and stewardship of current donors;
- Foster strong, long-term relationships with targeted individuals with the objective of strengthening the planned giving program and establishing intergenerational relationships between donors, their families, and FAMSF;
- Leverage FAMSF’s important volunteer network for fundraising purposes;
- Assist in the development of materials that tell the FAMSF story to donors and individual prospects, ensuring that these materials are segmented and distributed in a targeted, regular, timely, and consistent fashion;
- Collaborate with the Director of Museums and FAMSF financial staff to prepare fundraising budget projections and provide regular updates on the status of diverse fund development efforts.

**IDEAL EXPERIENCE**

Candidates should have the following types of experience, qualifications, and attributes:

- Substantial nonprofit fundraising experience with a sizable institution and diverse fund development experience that might include: capital, endowment, annual fund, planned giving, event-based fundraising, membership cultivation, corporate sponsorships, grant-writing, direct mail, telethons, leveraging databases for fundraising purposes, alumni fundraising, etc; a successful track record of negotiating significant gifts ($100,000+) from individuals and institutional sources;
- Knowledge of, and interest in, the world of art and culture; an understanding of regional, national, and international art funding constituencies would be beneficial;
- A track record as an exceptional communicator, in writing and verbally; a charismatic communicator who is also adept at writing/editing quality proposals, solicitation letters, donor correspondence, and other kinds of material;
- A hands-on manager with skills in motivating, directing, and leading staff and consultants, who can also orchestrate/support the fundraising activities of other senior players;
- Possessed of fortitude, drive, and flexibility, with an ability to find alternative ways to reach funding objectives when barriers arise; a tactful and skilled negotiator.

For more information please contact:

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