



### Program Notes

**Program Title:** Making Money and Meeting the Educational Mission  
**Location:** de Saisset Museum, Santa Clara University  
**Date:** Wednesday, June 14, 2006, 2:00-5:00 PM  
**Presenter:** Val DeLang, Director of Education, Monterey Museum of Art  
(formerly at the San Jose Museum of Art)

The program began with a discussion with the audience about their reasons for coming to the program. The audience consisted mainly of educators, who were responsible for revenue generating programs. One museum is increasing school program fees, another is looking at taking successful model of teen program generating revenue and applying to other audiences, Susan Spero mentioned the challenge of not getting adequate support from marketing for programs meant to raise revenues, one institution is facing possible privatization, another attendee is preparing for board analysis of program cost and income.

#### Val DeLang Presentation

#### **The Resources/Revenue Gap**

We've all been through the following scenario: you develop education programs, then one day someone asks you to evaluate them. You resist at first then come to welcome it. Then you are asked to cover costs or even profit from your programs.

We know we live in a different time from the old days when it was enough to do quality programs and attending to the needs of the community

The big picture now in museum is shrinking resources and diminishing government funding

Funders are increasingly asking how can you walk on your own feet? We'll help you get started but what are you doing to support yourself?

We are all skilled at doing a lot with little money, but how to generate money?

## San Jose Museum of Art Case Study

I worked 13 years at the San Jose Museum of Art (SJMA) 5 years as director, previously as head of school and teacher programs.

My mandate as director was to change a program that was \$150,000 in the red

Served school with artist residency program, managed to change the situation

Now the school programs bring \$100,000-\$150,000 in revenue

However, this is a fluctuating market, you might have a strong PTA relationship, then something like No Child Left Behind (aka “No Child Left a Dime”) causes huge shifts in what schools have available

## Main Findings SJMA Self Evaluation

2005 SJMA started to discuss expansion into Martin Luther King Library space and need for increased earned revenue. If running deficit in current facility, how can you expect to grow?

Hired a consultant to examine fundraising and earned revenue

This led to some institutional soul searching

### 1. Unity

education cannot generate revenue alone. Each department has different methods for raising money but need a strong message to all through a 5 year process of profitability. Consultant found each department working in isolated silos. Need earned revenue manager or person in charge for whole institution, someone in business position responsible for oversight.

### 2. Focus

most institutions do too much, try to serve *everybody*. This is impossible. In your professional heart you want to do programs for everyone who wants to listen. Hard part of soul searching is making decisions about what not to do. Must connect to mission, which connects back to unity issue. As a group, decide what is our mission, earned revenue MUST be based on your mission, that is what separates us from for-profit.

this approach is not for everyone, but strategic planning approach is a needed first step whether you proceed or not.

once clear on mission, need to be strategic on what is possible with resources

I was reluctant player in this process at first, but came to feel that I gained new skills that increased my effectiveness

Rather than have all these offerings, pick 2 or 3 and make them the focus of everyone’s efforts.

### 3. Resources Assessment

when mentioned to SJMA Director that I would be giving this talk, he really wanted me to emphasize “marketing marketing marketing”!

we were advised that 10% of overall museum budget at least should be for marketing; where are you putting your resources? [Susan Spero commented here

that in movie industry marketing is 50% of the budget; she thinks museum should consider 20-25% for marketing]

this is not about print ads and brochures, SJMA hired community relations person to develop more person to person relationships, e.g. education with schools branding important too so that more people can say in a few words what the focus of this institution is, e.g. when I started working at the Monterey Museum of Art, I observed the highly successful program Monterey Museum on Wheels. When I spoke with a school administrator at the school, she had never heard of the museum but instantly recognized the program—branding of the program is stronger than that of the museum in this case

## **Summary**

At first earned revenue felt like a burden.

I came to not feel so bad about I, with efficiency comes sustainability, and this strengthens your story

It made me more thoughtful about why and how we were doing programs

Although it is unlikely education programs ever can or should be self sustaining, I learned useful tools through trying to create revenue generating programs