

Business to Arts
Developing Creative
Partnerships



DEVOS INSTITUTE
OF ARTS MANAGEMENT
AT THE UNIVERSITY OF MARYLAND

New Stream 2015 - 2016 Business to Arts / DeVos Institute Case Study Royal Irish Academy of Music

Leveraging Artistic Programming for New Income through
Campaigns and International Fundraising

The Royal Irish Academy of Music (RIAM) is a home of musical excellence and dynamism, a place of teaching and learning which consistently achieves its objective of transmitting and maintaining the highest standards of performance and appreciation in all musical disciplines. Founded in 1848, the Academy is Ireland's oldest music conservatoire.

When the RIAM joined the *New Stream 18-month Capacity Building Programme* in early 2015, it was completing an external review of the organisation. The RIAM had ambitious plans to grow both its audience and income in the short-term as it developed plans for a major construction project on Westland Row, Dublin, along with a Capital Fundraising Campaign.



1 *Planning for Success in the Arts: A Capacity Building Intensive for Arts Managers and Their Boards* is a New Stream Partnership with the DeVos Institute of Arts Management. New Stream is operated by Business to Arts and supported by Bank of America Merrill Lynch.

The Challenge

In early 2015 the RIAM had clear and ambitious aims for what could be achieved through the DeVos Institute programme. The Director and Board of Governors were completing a far-reaching five-year strategic plan, informed by an external report commissioned by the Board.

The Director and Fundraising Manager were already working on a Benefactors Programme to encourage individuals to invest €5,000–€10,000 in the Academy's work. Prior to beginning the New Stream programme there were four Benefactors in place. A programme of performances which leveraged the student cohort and faculty was scheduled through the academic year, with about a six-month lead in for marketing.

With planning beginning for a major building programme in future years, it was vital to grow the network of engaged stakeholders investing in the Academy to lay the groundwork for a Capital Campaign in the future.

Strategy 1 - Growing the Family through Long-Term Artistic Plans

When the Academy attended the opening DeVos Institute seminars in early 2015, it had just come out of the external review process with plans already in place and was in the early stages of appointing (internally) a Head of Artistic Programming. With Governors and the leadership team in attendance, the focus on the importance of strong artistic programming reinforced the decision to create the role and formalise the long-term artistic programme at the RIAM.

With a Head of Artistic Programming in place and the creation of an Artistic Planning Group, the RIAM worked tirelessly to programme for two years within its first 12-18 months to create momentum for one year ahead in the academic cycle.

The programming leverages the assets of the RIAM across students, faculty and alumni, and plays to those strengths, as well as shining a light on the profile of their International Visiting Artists, such as Sir James Galway and Ann Murray, DBE. The marrying of the International Artists with the Faculty and the creation of opportunities to perform together will have enormous benefits.

It quickly became clear that the work put into bold and sometimes unexpected performance ideas had benefits for the Academy beyond artistic and educational value. The audience for RIAM performances grew beyond the immediate performer networks and stakeholders, to lovers of music who were motivated to try something new and learn about emerging talents. The impacts on the 'fame' of the Academy both at home and internationally allowed for imaginative institutional marketing, and also led to myriad opportunities to have conversations about investment in the Academy and its work.

Having a strong artistic programme and well-designed collateral has made a significant difference at the start of the 2016/2017 academic year, by improving confidence throughout the organisation and generating excitement among faculty and students. It has also helped to motivate the planning team to begin planning further ahead.

Where previously the RIAM was managing to programme effectively little more than six months in advance, the RIAM is now solidly programming 12 months in advance. With 18-24 month discussions and negotiations already happening, the RIAM has an ambitious and clear vision for targeting visiting artists and mounting exciting musical projects. Some international collaborations have been developed up to 2018.

Alongside this ambitious programming, a dedicated communications team is now in place. The organisation is more effective in its programmatic marketing efforts and getting messages in front of the right stakeholders.

“Audiences for our performance programme have grown by 11% year on year, and with a new Box Office system supporting the capture of relevant data, this is allowing us to create and engage effectively with a more qualified group with which to have future conversations about investing in the RIAM.”

Deborah Kelleher, Director, Royal Irish Academy of Music

Strategy 2 - Leveraging the programme for New Income through Campaigns and International Fundraising

RIAM's ambition is to raise €250,000 in income annually from a range of campaigns and events targeted towards individuals, companies and foundations.

The Academy has been running a 'Benefactors' programme over the last number of years to encourage individuals to invest €5,000-€10,000 in the Academy. At the start of 2015, there were four Benefactors. Today there are 12 Benefactors.

"On beginning the DeVos Institute Programme with Business to Arts, the concept of Campaigns was a revelation, and the opportunity to have several running at a time with different elements to appeal based on an individual's motivations, was immediately attractive to RIAM."

Deborah Kelleher, Director, Royal Irish Academy of Music

RIAM next focused on developing a series of campaigns based on different areas of need within the Academy, such as creating scholarships for children who might otherwise not have been able to have a musical education, investing in especially motivated junior level students who are extremely gifted; purchasing high quality instruments, or supporting the programme of international visiting artist masterclasses.

Each campaign was designed to be focused on a small target list developed specifically for each effort. This made the campaigns efficient and manageable for RIAM's single staff member dedicated to fundraising. The approaches for investment are made in person after relationships are developed and a number of conversations have occurred to pre-dispose potential patrons and establish their area of interest.

Friends: In tandem with developing the Artistic Programming, in 2015 the Academy started to develop its Friends Programme and the levels of entry. There are now 5 Vivace Friends (€1,000); 22 Cantabile Friends (€300); and 20 Dolce Friends (€125). Another level Appassionato Friend, at €1,500 has been launched.

The John Lynch Quartet project: In memory of a beloved Academy viola teacher who passed away in 2014, this targeted campaign aimed to purchase instruments for a string quartet by the renowned maker Michiel de Hoog. In just a few months in 2015, the target of €40,000 was reached and the instruments were purchased.

Fund:It: In January 2015, the Academy concluded its first-ever crowd-funding campaign to support its production of the opera *Ormindo*. Within the scope of a very brief but intense campaign, they exceeded their target by 13% to raise over €5,600 within two weeks.

RIAM Opera Angels: A multi-annual campaign was designed to recruit 16 Opera Angels who will pledge to support the Opera Programme for two years or more. With suggested giving levels starting at €1,000 per annum, there are three levels including Archangels, Angels and Cherubims whose investment goes to:

- Hiring world-class directors, conductors and voice coaches
- Commissioning new operatic work
- Touring Ireland with innovative new opera productions
- Collaborating in international vocal projects with the world's leading conservatoires
- Attracting and retaining the most talented students

Within 12 months of launching the **Opera Angels** campaign, the RIAM reached over 50% of its targets.

Early Music: The Academy is committed to founding Ireland's first Historical Performance Department to enable students to gain a historically-informed approach to music from the 16th–18th centuries. RIAM has exceptionally talented early music performers and educators and launched a fundraising campaign in early October 2016 to purchase a suite of period instruments, with a target to raise €50,000. A special event is programmed for November 2016, and the fund has already reached 60% of its target.

Young Scholars: The Young Scholars Programme identifies extremely gifted and motivated junior students and offers them an enriched experience in learning to include additional chamber music coaching, masterclasses, extra performance opportunities and a wide range of other benefits.

Across these Campaigns, the RIAM now has over 20 individuals giving at various levels and investing in the Academy's students, infrastructure, and equipment through the conservation of early music. A number of these individuals graduated up from giving at the Friends level to pledge to a campaign. RIAM expects to end 2016 with a total of 67 donors which will represent a total of €174,500 from investment from individuals and companies through campaigns, Benefactors and Friends.

International Fundraising

The RIAM's international dimension includes attracting international students and visiting artists to Dublin, as well as developing partnerships with academic institutions and the performances of their alumni throughout the world who act as ambassadors for the Academy.

The RIAM Chamber Orchestra has toured in the US in the past and worked with the Ireland US Council to develop contacts in venues like Carnegie Hall for performance opportunities. This and other relationships have changed focus slightly towards leveraging opportunities for fundraising.

Over the past couple of years, the RIAM also embarked on an ambitious partnership with The Juilliard School in New York – RIAM is the first Irish school ever to collaborate creatively with them.

“The artistic programming of the RIAM led the energy in the United States. We realised that we were already present there regularly through our partnerships with the Juilliard School in New York and other activities. We switched our focus to thinking about the opportunities to create funds to support our visiting US students, and being more visible through more regular events and auditioning on site there, rather than in Dublin.”

Deborah Kelleher, Director, Royal Irish Academy of Music

To develop fundraising opportunities in the US, the RIAM developed a strong and regular programme of performances and activities which had the Academy 'present' and used these events to develop a network of engaged people. These two activities fed off each other as people offered to host 'salon' events which became the platform for investment.

An existing relationship with the Ireland US Council was leveraged to help the Academy to develop their network, and the Council guided them through the process of formalising their presence by establishing the RIAM Foundation Inc, a 501(c)(3) in the US.

In addition, a series of opportunities have helped the RIAM develop a network in the US. The Consul General hosted a special evening in her home in New York to mark RIAM graduate Tara Erraught's debut at Carnegie Hall in 2015, and the Juilliard School partnership presented opportunities to engage with its network through special performances. Although the first year of the partnership was artistic and educational, the second year moved into a focus on fundraising.

Key engagements with people with strong business networks have led to a series of unique 'salon-style' evenings in people's homes with RIAM Alumni or students of international repute and/or promise performing. These events have targeted people with significant business networks and allowed for closer engagement and the opportunity to talk about the work of the Academy and its vision for international partnership.

One such host designed and printed invitations to the evening in his home which included information on how to give to the RIAM. This event resulted in 32 donations. Those investors became the first US Friends of the RIAM.

These events cost very little as they are hosted in people's homes. Donations have ranged from \$100-\$10,000. Events to date in 2016 have created the resources for one full international scholarship, which in itself will create opportunities for institutional marketing. The RIAM plans for these 'salon-style' events to become annual events for each host, and even begin to leverage opportunities for high-profile international visiting artists to appear at select events. The RIAM aims to have at least four home-based salon events in the US each year, which will build their network significantly and help them develop the confidence to work towards a Gala event in the US at a later date.

Later in 2016 a second reception at the Consul General's home in New York will further broaden that network of new potential donors, with a special Friends Event later that week to reward and acknowledge those first US Friends who joined during the year at the 'salon-style' events.

To maintain communication with these new US donors, the RIAM developed its first ezine to the US network of people who had attended events in the previous months. The new publication went to 72 engaged subscribers, of whom over 60% opened the email immediately and clicked through to updates on next events. RIAM is planning to start using video content in future communications.

Looking ahead to 2017, the US focus will be working with the American Irish Historical Society on programmes and events. A new endeavour entitled 'Writers' Choice' is already proving very attractive to target donors. Ten internationally renowned Irish writers are nominating works that have inspired them in the past.

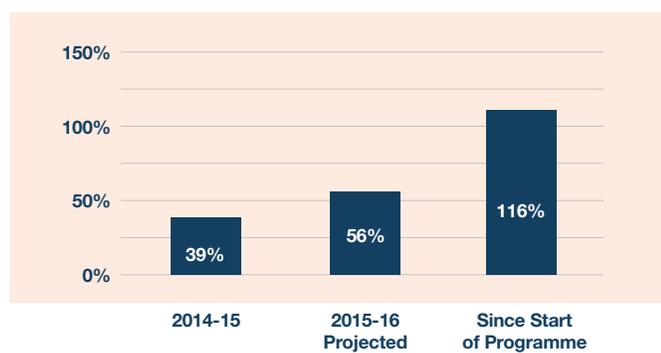
At the advice of the RIAM's DeVos Institute Advisor, RIAM plans to arrange at least one event each year as a thank you event without a fundraising 'Ask'. An example of this is the Friends Christmas event which serves to thank donors, provide a benefit of giving, and provide a unique experience.

The Outcomes

Through the development of targeted campaigns as the artistic programme strengthened, the number of individual donors to the RIAM went from 31 in 2014 to 43 in 2015. To date in 2016 that has already moved up to 64, an increase of 49%.

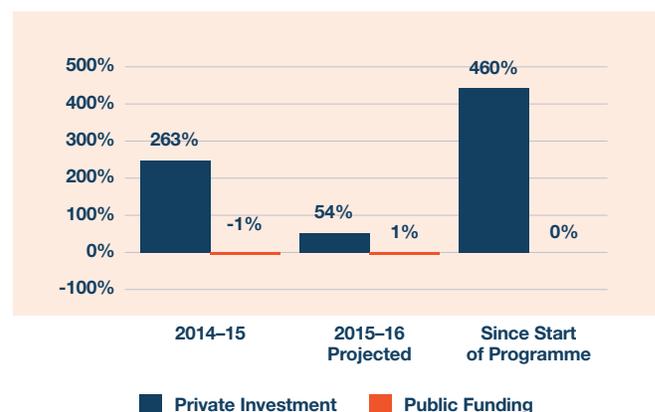
Year	Individual Donors	Increase from Previous Year	Increase since start of Programme
2014	31		
2015	43	12	39%
2016 Projected	67	24	56%
		36	116%

Percent Increase in Number of Individual Donors over Previous Year



In 2015, the growing network of investors saw 200% growth in income from individuals (from €15,575 in 2014 to €46,800 in 2015), and an increase of over 350% in income from corporate giving (from €11,000 in 2014 to €50,680 in 2015). There are ambitious targets for 2016, which are 70% achieved already at the beginning of the third quarter. RIAM expects to end 2016 with a total of €174,500 from private investment, a 54% increase from 2015, and reflecting an over four-fold growth since the start of the programme.

Percent Increase in Contributed Revenue over Previous Year, by Source



The Friends programme is proving a fertile ground to develop lifelong engagement and investment in the RIAM, and the Academy has begun successfully graduating some Friends on to make more significant pledges of support via one of the Campaigns.

The RIAM is positioning itself and growing its Family in a focused and consistent way, locally and internationally, as it lays the groundwork to launch an €18 million capital fundraising campaign in the near future. Initial pledges which will become the platform to launch the campaign have already been received and await effective conversion.