

**2019-
2024**

EVANSTON ART CENTER
STRATEGIC PLANNING

90 years of Arts, Education, Exhibition, and Outreach



EVANSTON ART CENTER

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EVANSTON ART CENTER

EXECUTIVE SUMMARY

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Evanston is a diverse community filled with passionate artists, students and art enthusiasts. For more than 90 years, the Evanston Art Center has been central to supporting and championing arts education, exhibition and artistic expression to all. The Evanston Art Center has taught generations of students' art classes, while showcasing art exhibitions from global to local artists. But our work hasn't stopped there. We have reached deep into the community, bringing art classes and exhibition opportunities to local schools, senior centers and community support groups such as Y.O.U. and the YWCA. We even offer needs-based scholarships to 70 students per year.

Our move in 2015 to our current location at 1717 Central Street allowed for an explosion of all types of offerings, exhibitions growth, and expansion of relationships within our community. We have become one of the largest arts organizations in the state of Illinois, and we believe we can do more. So, for the last year, we embarked on research with the help of the Arts & Business Council of Chicago to listen to our stakeholders, community and competition. We wanted to hear more about how we can better serve and nurture the arts in our community.

We listened and our next chapter of growth is clear. We need to continue to expand our impact and share that news with our community so that we can serve them better. In this strategic plan, it is our goal to focus a spotlight on this part of our rich history to continue to expand our reach to all communities and to build, strengthen and maintain our relationships with our loyal, generous donors and contributors. We need everyone's support to continue to make the Evanston Art Center the hub in a growing and thriving arts community committed to serving everyone, regardless of skills, background, color, identity, age or income.

We listened, we learned, and now we will act.

Debra Favre, President, Board of Trustees



VISION & **MISSION**

VISION

To be widely recognized as a dynamic art education and exhibition center that encourages freedom of artistic expression and enriches cultural life. To be the hub of artistic endeavors, a passionate advocate for the arts, and a valuable partner for arts initiatives.

MISSION

The Evanston Art Center is dedicated to fostering the appreciation and expression of the arts among diverse audiences by offering extensive and innovative instruction in broad areas of artistic endeavor through classes, exhibitions, interactive arts activities, and community outreach.



THEN

1929

Alice C. Riley founded the Evanston Art Center



1930

EAC's first home in the lower level of the Evanston Public Library



1941

The Evanston Art Market formed for art exhibitions by a group of local artists



1942

Evanston Art Market and EAC join to incorporate as a charitable nonprofit



1946

EAC's first capital campaign raised \$25,000 to buy 800 Greenwood in Evanston



1948

Celebrated artist Paul Wiegardt joined the Faculty



1966

Outgrowing the Greenwood building, the EAC moved into the former Harley Clarke mansion on 2603 Sheridan Rd



1980s

EAC rented additional studio space at the Noyes Cultural Arts Center



2014

After a yearlong capital campaign raised \$2.2M EAC purchased and renovated our current home at 1717 Central Ave



NOW



EAC offers 917 classes & workshops

- 592** Adult Classes
- 192** Youth Classes/Camps
- 133** Workshops
(1-, 2-, or 3-day workshops)
- 115** New Classes & Workshops

EAC serves 3,779 adult and youth registrants

2,739 adult students, including **566** new adult students



20 Major Exhibitions

- 51** International Artists
- 9** National Artists
(outside of Illinois)
- 287** Illinois Artists
(excluding students)
- 1** Biennial Studio Exhibition
(first floor gallery)
- 8 Studio Exhibitions**
(adult, onsite, 127 student participants)
- 1** Offsite Studio Exhibition
(at Evanston Civic Center, 14 student participants)
- 1** YFA Studio Exhibition
(over 130 youth artists)

4 Outreach Exhibitions

- Loyola AP Show
(serving K-12 students)
- Generation F-Stop
(partnering with Family Focus, Y.O.U. and YMCA to serve at risk youth)
- Over the Rainbow: OTR Residents Exhibition, **14** Artists with disabilities
- CJE SeniorLife, **15** Artists
(serving older adults)
- Winter Expo**
(140 artists exhibiting work for a 5-week holiday sale)



EAC served 3,779 adult and youth registrants

1,040 youth students, includes nearly **500** summer campers and youth served in offsite outreach programming
Toddlers to 18 year olds

Financial Aid

No student turned away due to financial need



EAC Partnered with 21 Community Organizations

Including Books & Breakfast, Y.O.U. at several sites, Dewey PTA, Walker PTA, Over the Rainbow



Rentals

22 Rentals to Area Non-Profits at a reduced rate for their fundraising events

EVANSTON ART CENTER

EDUCATION AND EXHIBITION



GOAL

OFFER **INNOVATIVE ARTS PROGRAMMING** THAT LEADS TO PERSONAL ENRICHMENT FOR INDIVIDUALS OF ALL AGES AND BACKGROUNDS

Photos left page. From top to bottom:

Jessica Gondek, *Enterprising Machines*, 2018

Fashion Design & Construction Summer Art Camp Students, Photo courtesy of Ashleigh Pastor

Photos right page. From left to right clockwise

2019 Spring Benefit Art Party & Live Art Auction

2019 Studio Exhibition: Ikebana Flower Arranging with Yuko Inoue-Darcy, Photo courtesy of Ashleigh Pastor

Desmond Beach at his 2019 exhibition, *Color Me This*



MAINTAIN HIGH ARTISTIC STANDARDS OF PROGRAMMING AND CONTINUE TO INNOVATE

- Continue to push quality and breadth of exhibitions
- Continue to build quality and range of education offerings
- Utilize sponsorships, partnerships and grants to build revenue streams to fund exhibition costs
- Professional Artist Development Discipline. Offer a discipline for classes within the EAC that helps working artists with professional development

ENRICH THE WHOLE COMMUNITY, BOTH INSIDE THE BUILDING AND THROUGH OUTREACH

- Build on the work that has been done to present exhibitions that speak to cultures
- Solicit more underrepresented artists and curators to teach classes and/or exhibit
- Work to present EAC as an inclusive space that is welcoming to all

GOAL

ESTABLISH THE **FINANCIAL RESOURCES** REQUIRED TO SUPPORT AN OPERATING MODEL THAT IS SUSTAINABLE AND SCALED TO THE EVANSTON ART CENTER'S MISSION, FACILITIES, AND PROGRAMMING

EVANSTON ART CENTER **FINANCIAL SUSTAINABILITY**



PLAN THE CAPITAL CAMPAIGN, THEN WORK THE PLAN

- Launch the Building the Future Campaign - 2 five year campaigns completed by the EAC's 100th Anniversary. Goal by 2024 to raise \$1,000,000. Goal by 2029 to raise \$1,500,000
- Milestones for the campaign: Achieve 100% board participation, Identify donors for 60% of goal in quiet phase, Use the public phase to raise profile as well as raise funds

EXPAND NEW FUNDRAISING INITIATIVES

- Create external income generating programs
- Develop funding for exhibitions
- Increase earned income by 5% annually
- Increase contributed income by 10% annually
- Milestones for fundraising: Annual Appeal, Special Events, Rentals

Photos left page. From top to bottom:

90th Anniversary Celebration Brunch, 2019, Photo courtesy of Ashleigh Pastor

EAC Faculty Exhibition Opening Reception, 2016

Photos right page. From left to right clockwise

2015 Spring Benefit Art Party & Live Art Auction

EAC Staff inspects second floor HVAC installation, 2016

2019 Spring Benefit Art Party & Live Art Auction, Photo courtesy of Jess Leonard



EVANSTON ART CENTER **COMMUNITY OUTREACH AND PARTNERSHIPS**



GOAL

INITIATE AND BE
RECEPTIVE TO
PARTNERSHIPS THAT
UNLEASH THE CREATIVE
POWER OF THE ARTS IN
THE COMMUNITIES WE
SERVE

Photos left page. From top to bottom:

EAC Interns install Generation F-Stop photography exhibition, 2019, Photo courtesy of Ashleigh Pastor

Over The Rainbow Resident and Artist in front of exhibition, 2019



Photos right page. From left to right clockwise

Artists Anne Hayden Stevens and Mat Rappaport installing "Range Mobile Lab Mural" on the exterior of the Evanston Art Center, 2019, Photo Courtesy of Dana Chen

District 65 Ice Cream Social Event, 2019, Photo courtesy of Ashleigh Pastor

Acrylic Pour Workshop with Sedgebrook Retirement Community members, Photo courtesy of Ashleigh Pastor



USE PARTNERSHIPS TO REACH OUT TO, AND BRING IN, THE WHOLE COMMUNITY

- Establish an Advisory Board consisting of community leaders
- Intentionally develop partnerships with underrepresented communities
- Emphasize partnerships to attract funding from new sources
- Hire one curator of color every 2 years to develop an exhibition of their choosing

EXPAND LEADERSHIP ROLE IN THE ARTS THROUGH PARTNERSHIPS

- Raise the EAC profile in the Arts and larger community
- Deepen relationships with Evanston Institutions including: Schools, Universities, Galleries, City of Evanston, and Non-profits

GOAL

CREATE AN EFFECTIVE **COMMUNICATIONS PLAN** THAT SUPPORTS AND CONVEYS THE EVANSTON ART CENTER'S MISSION AND GOALS IN A CONSISTENT, COMPELLING MANNER

EVANSTON ART CENTER **COMMUNICATIONS**



CONSTRUCT ONE OVER-ARCHING, COORDINATED COMMUNICATIONS PLAN

- Communicate our identity: Mission Statement, Vision Statement
- Communicate high artistic standards and breadth of work
- Ensure a plan for the capital campaign, annual appeal, and all fundraising events
- Coordinate consistent messaging in a consistent style

COMMUNICATIONS MUST SUPPORT FUNDRAISING AND OUTREACH

- Establish ad hoc Communications Committee and review previous marketing plan
- Ensure core message is consistent and reflects the full breadth of the non-profit mission

Photos left page. From top to bottom:

Jordan Scott at his 2019 exhibition, Vortex Series, Photo courtesy of Ashleigh Pastor

EAC Staff at 2019 ETHS Volunteer Fair

Photos right page. From left to right clockwise

Nick Goettling in front of his mural Connections and Constellations, 2017

Group Tour of Olea Nova: Air, 2019

Shulin Sun at his 2017 exhibition



EVANSTON ART CENTER

FINANCIAL AND HUMAN RESOURCE



GOAL

ENGAGE AN APPROPRIATE NUMBER OF **ADMINISTRATIVE PERSONNEL, FACULTY, INTERNS AND VOLUNTEERS** WITH THE EXPERTISE NEEDED TO ACHIEVE STRATEGIC OUTCOMES, AND KEEP THEM FOCUSED

Photos left page. From top to bottom:

EAC Staff leads an art activity for youth fine arts class, 2018

Group tour of EAC exhibition, 2018



Photos right page. From left to right clockwise

EAC Staff Members at 90th Anniversary Celebration Brunch, 2019, Photo courtesy of Ashleigh Pastor

Spring Break Art Camp Students, 2019, Photo courtesy of Ashleigh Pastor

2018 Studio Exhibition: Ikebana Flower Arranging with Yuko Inoue-Darcy



SUPPORT FOR EXECUTIVE DIRECTOR WITH COMPLEMENTARY SKILLS AND DISTINCT RESPONSIBILITIES

- Analyze current and future staff roles and responsibilities for succession planning and to determine adequate staffing
- Add an Advisory Board and optimize Board committee structure
- Increase Board engagement

MAXIMIZE STAFF, BOARD AND VOLUNTEER EFFECTIVENESS TO ACHIEVE STRATEGIC GOALS

- Translate strategic plan into an operational plan that maintains clarity of priorities
- Identify expertise and target diversity needed on the board to help achieve our strategic goals

GOAL

PROVIDE FACILITIES THAT ARE **WELL DESIGNED, VISUALLY APPEALING, SUSTAINABLE AND SUPPORTIVE** OF THE EVANSTON ART CENTER'S PROGRAMMING

EVANSTON ART CENTER **SPACE ALLOCATIONS**



SHORT TERM, FOCUS ON SPACE ALLOCATION

- Analyze current space allocation by area, class size, revenue and needs
- Re-allocate as appropriate and communicate the rationale to all stakeholders
- Anticipate and ensure that funds are set aside for facility improvement

LONG TERM, CONSIDER WHETHER AND HOW TO ADD MORE SPACE

- Consider alternative ways that more space could be achieved
- Plan for capital expenditures to maintain and upgrade facilities and equipment

Photos left page. From top to bottom:

Painting and Drawing Department, 2019, Photo courtesy of Ashleigh Pastor

Jewelry, Metalsmithing & Metal Sculpture Department, 2019, Photo courtesy of Ashleigh Pastor

Photos right page. From left to right clockwise

Printmaking Department, 2019, Photo courtesy of Ashleigh Pastor

ADA accessible elevator accommodates EAC students and visitors, Photo courtesy of Ashleigh Pastor

Filmmaking Summer Art Camp Students, 2019, Photo courtesy of Ashleigh Pastor





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