

# 2020 virtual

American Museum Membership Conference

**October 19-22, 2020**

**#AMMC2020**

# Key Information

## Virtual Information Desk

Any program changes will show up in the Virtual Attendee Hub. If you have questions or are having difficulty accessing the Virtual Attendee Hub please contact:

Ruth White  
Conference Manager  
info@americanmuseummembership.org  
202.251.0549

## Virtual Networking

One of the most important aspects of the conference is the chance to meet your colleagues. We have attendees from nearly every state, Canada, and England. These folks speak the language of membership and are eager to share ideas and learn. Getting to know others in a virtual setting is a bit different but is possible! These relationships will be invaluable in the coming months as you return to your museum and tackle new opportunities and challenges.

In order to preserve the conference networking experience in a new digital format, 2020 AMMC Virtual is launching its own **Discord Server**. Discord is a chat service that allows AMMC attendees to network, meet, and discuss topics in the Virtual Attendee Hub. Think of this space as the hallways and social spaces at an in-person conference.

The Host Committee has created the following sessions to provide networking opportunities during the conference.

- Monday | **Conference Kickoff**
- Tuesday | **Stories from the Frontlines**
- Wednesday | **Brown Bag Discussions** (*add a topic to the list in Discord*)
- Thursday | **Igniting Our Passion in Membership: Taking the Conference Home**

You will also have the opportunity to chat one on one with sponsors and learn about services they offer to the museum field. This is your chance to “walk” around the sponsor booths virtually. Look for the **Sponsor Breakouts** scheduled on Tuesday, Wednesday, and Thursday. You can also contact all the sponsors directly through the Virtual Attendee Hub - just go to their sponsor portal and click the contact button.

We also invite you to join the **AMMC LinkedIn group** and the **Museum Membership Forum google listserv**. More information can be found on [americanmuseummembership.org](http://americanmuseummembership.org).

## Conference Platform and Etiquette

This year’s conference will be conducted on the AMMC Virtual Attendee Hub. An access link will be emailed to attendees each morning and is also linked on [americanmuseummembership.org](http://americanmuseummembership.org). The system will work best if you are logged into a Zoom account (free accounts can be set up at [zoom.us](http://zoom.us)).

Please keep the following in mind:

- Be present. Think of the virtual platform as a face-to-face meeting and conduct yourself as you would if you were all present in the same room.
- Join early – up to 5 minutes before the meeting start time so you can get settled prior to the start of the meeting.
- If this is your first time using Zoom, prior to the conference download Zoom and familiarize yourself with features such as mute/unmute, stop/start video, handraise, reactions, etc.
- Update your Zoom name to include your *name*, *organization*, and *pronouns*. Think of this as your conference name badge. This information will help networking efforts.
- For the networking sessions we encourage you to have your video on unless you are experiencing connection issues. Being able to see each other will help networking efforts.
- Find a quiet space without interruptions / background noise to participate in the sessions.
- Mute your microphone when you are not speaking.
- Have good lighting on your face so you can be seen clearly and avoid backlight from bright windows.
- Adjust your camera to be at around eye level if possible – especially take note of the angle of your laptop screen if using the built-in camera.
- When possible use a wired internet connection. If using wifi at home try to ensure others in the home are not streaming video as that will slow down your connection.
- If you wouldn’t say it out loud/in person, don’t put it in the Zoom chat. Respectful discourse only please.

## Conference Evaluations

We all know feedback is essential in improving programs. Please help us by submitting evaluations for the conference. If you have additional questions or comments, please email [info@americanmuseummembership.org](mailto:info@americanmuseummembership.org).

Dear Membership Colleagues,

Welcome to the first virtual AMMC!

When we began planning this conference over a year ago, we could have never imagined where we are today. Over the past seven months we have reinvented this conference, just as we all have reinvented our work and home lives. We have all gone through hardships on a variety of levels in a variety of ways.

One thing that has brought me comfort during this time is the support and genius of my colleagues across the country. As we address this ever-changing world, our connections have grown stronger and more necessary. Whether you are new to this conference or have attended in years past, my hope is that we can dedicate this time to continue to learn from one another. A special thank you to those that will be offering their thoughts and insights by presenting this week.

Our sponsors have been extremely supportive and generous during this critical time which has allowed so many of more of you than ever to benefit from scholarships. We are extremely grateful for them now and always.

I am also eternally thankful to all the volunteers, listed below, that have made this conference happen while somehow also managing their own membership programs. And a huge thank you and virtual hug to Ruth White our conference manager. This conference could truly not be possible without her.

Thank you for all that you do for each other, the field and your organization.

Warmest wishes,

Aidan

**MISSION** To set industry standards for museum professionals in the field of membership-based fundraising through trend analysis, training, communication, mentorship, and support.

#### *Board of Directors*

Aidan Vega, President, Philadelphia Museum of Art  
Kimberly Barrow, Detroit Institute of Arts  
Kelli Buchan, Treasurer, The Franklin Institute  
Cari Maslow, Carnegie Museums of Pittsburgh  
Meghan McCauley, Fine Arts Museums of San Francisco

John Perell, Smithsonian Institution  
Michael J. Smith, National September 11 Memorial & Museum  
Tiffany Tessada, VP Communications, Seattle Art Museum  
Jennifer Thomas, VP Strategic Planning, Saint Louis Art Museum  
Ingrid Van Haastrecht, Dallas Museum of Art

#### *Program Committee*

##### *Co-chairs*

Meghan McCauley, Fine Art Museums of San Francisco  
Ingrid Van Haastrecht, Dallas Art Museum

##### *Members*

Kate Fox, Penn Museum  
Mindee Kashiwagi, California Academy of Sciences  
April O'Brien, Eastern State Penitentiary Historic Site  
Dan O'Donoghue, Oklahoma Contemporary  
Nympha Patel, Art Gallery of Ontario  
Julie Rega, Whitney Museum of American Art  
David Saunders, National Museum of the American Indian  
Stephanie Wilkes, Woodland Park Zoo

#### *Host Committee*

##### *Co-chairs*

Karen Mahoney, Booth Western Art Museum, Chair

##### *Members*

Joan Bevirt, Idaho State Historical Society  
Kimberly Finn, Museum of Fine Arts, St. Petersburg  
Whitney French, Children's Museum of Pittsburgh  
Jennifer Jordan, LACMA  
Allison Lester, Heard Museum  
Catherine McMacken, The Henry Ford  
Deidre McVay-Schulmeister, The National Museum of Nuclear Science & History  
Krista Mortensen, Wings Over the Rockies  
Victoria Musselman, Brooklyn Museum  
Cathy Yuan, San Jose Museum of Quilts & Textiles

#### *Communications Committee*

Tiffany Tessada, VP Communications, Seattle Art Museum  
Cari Maslow, Carnegie Museums of Pittsburgh

Katie Cannon, Philadelphia Museum of Art  
Mariely Lemagne, Museum of History & Industry

# At-a-Glance

## Monday, October 19, 2020

3:30pm–5:00pm ET      General Session      Conference Kickoff

## Tuesday, October 20, 2020

12:00pm–1:00pm ET      Concurrent Sessions      Direct Marketing Communications: Updating Longtime Industry Practices  
Understanding your File Makeup in the “New Normal”  
Developing Your Membership Team: Success and Survival in a Post-Covid Environment

1:00pm–1:30pm ET      Break

1:30pm–2:30pm ET      Concurrent Sessions      Don’t You Forget About Me – Maximizing Membership Response in the Age of COVID  
Reimagining Membership

2:30pm–3:00pm ET      Sponsor Breakouts      Take the chance to learn about services offered by AMMC sponsors

3:00pm–4:00pm ET      General Session      Stories from the Frontlines

4:00pm–4:30pm ET      Break

4:30pm–5:30pm ET      Concurrent Sessions      Where Are They Now? Exploring the Successes and Setbacks of Digital Initiatives  
Who’s Going to Renew? Sharing Lessons from The Henry Ford  
Membership Acquisition: Surviving 2020

## Wednesday, October 21, 2020

12:00pm–1:15pm ET      General Session      Keynote | Beyond the White Cube: Attracting More Museum Visitors with Inclusive, Equitable, and Just Marketing Strategies

1:15pm–1:45pm ET      Break

1:45pm–2:45pm ET      Concurrent Sessions      Bringing Lapsed Members Back to Membership, NOW – Tactics, Tips, Trends  
The Perfect Pair - A Membership Partnership Featuring Direct Mail and Email  
The Future of Midlevel Memberships in the World of DAFs and IRAs  
Doing More with Less - Connecting with Members New and Old

2:45pm–3:15pm ET      Sponsor Breakouts      Take the chance to learn about services offered by AMMC sponsors

3:15pm–4:15pm ET      General Session      Brown Bag Discussions

4:15pm–4:30pm ET      Break

4:30pm–5:30pm ET      Concurrent Sessions      COVID-19: Visitor and Member Expectations and How To Fulfill Them  
Becoming Audience Centric: An Empathy-first Approach to Attracting New Members  
Annual Giving Strikes Hot in the Time of COVID-19  
Cultivating Leadership-level Members

# At-a-Glance

## Thursday, October 22, 2020

12:00pm-1:15pm ET	General Session	Where to Start?: DEAI and Your Membership Program
1:15pm-1:45pm ET	Break	
1:45pm-2:45pm ET	Concurrent Sessions	Mission Possible: One Museum's Journey to a Sustainable Membership Program Catching the Wave of Change: Working Through a Membership Program Rebrand Your Story Lives Here-How The National World War II Museum Created a Successful National Fundraising Program
2:45pm-3:15pm ET	Sponsor Breakouts	Take the chance to learn about services offered by AMMC sponsors
3:15pm-4:15pm ET	Concurrent Sessions	The Price is Right: Valuing Experiences during COVID-19 Membership for a Museum You May Only Go to Once It's the Hot Chocolate!
4:15pm-4:30pm ET	Break	
4:30pm-5:30pm ET	General Session	Igniting Our Passion in Membership: Taking the Conference Home

This schedule is subject to change.

## Join the Conversation!

If you work in the membership/development department of a museum, we welcome you to join our Google Group called Museum Membership Forum. As a member of this online community you will receive information that will make your job easier all year long—tools, tips, resources, interesting case studies, and more. You will find that this will become a valuable place for you to pose questions and suggest solutions to problems that arise as you work to build and steward your museum's membership base.

**To join Museum Membership Forum, visit [groups.google.com/group/museummembershipforum](https://groups.google.com/group/museummembershipforum)**

If you qualify, you will be accepted as a member of the group shortly. (Note: If you have a Google account associated with a different email address, you can add your work email address as an alternate in your existing account and then select to have the listserv messages sent there. You can also create a new Google account just for your work email address.) Once your request has been approved, sign in and you'll see a welcome message that includes information on how to pose and respond to questions within the group. We look forward to welcoming you to the conversation!

# Monday, October 19

## General Session [90 minutes]

12:30pm PT / 1:30pm MT / 2:30pm CT / 3:30pm ET

### Conference Kickoff

Join fellow conference attendees as we kick off our first-ever virtual conference. Prior to this first session, we'll be sending out a fun recipe and video demo walking you through how to make our signature AMMC cocktail/mocktail so you can be ready to toast and imbibe during our kickoff! We'll start this session off with a welcome message, sponsor thank-yous, and a helpful outline of what to expect in the virtual format over the next few days. We'll wrap up by splitting into breakout rooms for casual, fun networking via icebreakers and games!

*Aidan Vega, Philadelphia Museum of Art*

*Jennifer Jordan, LACMA*

*Catherine McMacken, The Henry Ford*

# Tuesday, October 20

## Concurrent Sessions [60 minutes]

9:00am PT / 10:00am MT / 11:00am CT / 12:00pm ET

### Direct Marketing Communications: Updating Longtime Industry Practices

For years now, many museums have adopted a traditional, almost templated approach for language and styles in direct mail and digital fundraising communications. This approach no longer feels like the right path forward for 2020 and beyond. Hear from industry leaders Aidan Vega, Director of Membership for The Philadelphia Museum of Art, and Erin Weaver, Founder of Pennington Gray on how they collaborate to transform communications for The Philadelphia Museum of Art to lead with clarity and empathy.

*Erin Weaver, Pennington Gray*

*Aidan Vega, Philadelphia Museum of Art*

### Understanding Your File Makeup in the "New Normal"

Knowing how your member file is changing over time has always been important. Now with many destination arts organizations temporarily closed or with limited opening hours, file compositions are changing drastically. Many arts organizations are seeing dramatic shifts in their new joins due to limited onsite and ticket joins. On the flip side, other organizations that are able to utilize outdoor spaces or successfully convert their programming to digital mediums, have seen a big increase in new joins. Still others are seeing upticks in additional gift appeals, which is helping to offset other areas that are softer right now like acquisition or renewals. In this constantly evolving environment, it is critical to assess how your member file is shifting today so you can project future performance – or at least be prepared for the long-lasting effects. Hear how arts organizations

are looking at their file now to anticipate the impact over the next few years... and beyond.

*Jackie Biancolli Libby, Avalon Consulting Group*

*Myles King, John F. Kennedy Center for the Performing Arts*

*Daniel Vincent, The Trustees*

*Ambry Capistrano, Monterey Bay Aquarium*

### Developing Your Membership Team: Success and Survival in a Post-Covid Environment

Strong membership performance is dependent on a strong membership team. But what if you're building that team from scratch? Or you've inherited an underperforming team? Empower your employees and cover all your bases by identifying and building on your staff's existing skills. Learn how to create a team culture that draws the right people in and grow the resources your department needs to respond to membership challenges in a post-Covid environment. Plus, hear how our member-first approach has served us well post-reopening.

*Angel DeLeon, Houston Museum of Natural Science*

*Laura Schneider, Houston Museum of Natural Science*

## Concurrent Sessions [60 minutes]

10:30am PT / 11:30am MT / 12:30pm CT / 1:30pm ET

### Don't You Forget About Me - Maximizing Membership Response in the Age of COVID

Historically, successful membership messaging has focused on three core tenets: what's in it for me, why do I want to participate, and mission support. In the age of COVID where exhibitions are in flux, events are cancelled, and visitation is restricted, how can institutions effectively encourage membership response? Join us

# Tuesday, October 20

as we reset expectations and dive into a review of new strategies to consider for audience targeting, key messaging, and putting it all into action to help maximize your budget.

*Walter G. Lukens, The Lukens Company*

*Erin Aguiar, The Lukens Company*

*Ryan Casas, The Lukens Company*

*Jennifer Flowers, Phoenix Zoo*

*Andrew Edmonson, Museum of Fine Arts Houston*

## Reimagining Membership

This session will explore how we used qualitative research to understand need states of current and potential members and quantitative tools like a propensity-to-renew model to understand which modes of engagement result in the highest likelihood to renew. Together, these findings informed the launch of a completely reimagined program in July 2020—with digital content and experiences at the forefront. Find out how we executed a comprehensive redesign in the face of constraints. Learn how we differentiate membership products by value propositions to encourage a sequence of upgrades across a member's lifetime.

*Ellen Levitt, The Museum of Modern Art*

*Dore Murphy, The Museum of Modern Art*

## Sponsor Breakouts [30 minutes]

11:30am PT / 12:30pm MT / 1:30pm CT / 2:30pm ET

Take the opportunity to chat one on one with sponsors and learn about services they offer to the museum field. This is your chance to "walk" around the sponsor booths virtually.

## General Session [60 minutes]

12:00pm PT / 1:00pm MT / 2:00pm CT / 3:00pm ET

### Stories from the Frontlines

This panel will grant participants the opportunity to discuss their institution's response during COVID-19, especially within creating virtual programming, virtual membership type and benefits, and/or reopening implementations or plans per their state's COVID-19 mandate. Each topic will be discussed in smaller group form, known as break out rooms, and participants can request to be moved to a different break out room. All participants will be moved back to the main room where stories on the frontlines will be shared with everyone.

*Whitney French, Children's Museum of Pittsburgh*

*Deidre McVay-Schulmeister, The National Museum of Nuclear Science & History*

Session sponsored by



## Concurrent Sessions [60 minutes]

1:30pm PT / 2:30pm MT / 3:30pm CT / 4:30pm ET

### Where Are They Now? Exploring the Successes and Setbacks of Digital Initiatives

We talk a lot about innovation and technology in the museum sector. With the onset of the COVID-19 pandemic, the use and demand for digital tools has increased explosively. For museums at the forefront of digital transformation, how have they adopted new technologies, and what have the outcomes been? This panel will be an exploration of the wins and losses, struggles and setbacks, of implementing new digital initiatives. It will feature the voices of museum membership professionals who've been in the vanguard of innovation at their home organizations, and serve as a forum to discuss the benefits and difficulties of initiating new digital projects and exploring new ideas.

*Sarah Owens, Exploratorium*

*Sarah Burgess, Virginia Museum of Fine Arts*

*Dan Sullivan, Cuseum*

*Daniella Cabezas, Miami Children's Museum*

### Who's Going to Renew? Sharing Lessons from The Henry Ford

Can you better understand which individual members will renew? What should you do to better engage them? Join one curious membership manager and one tenacious data scientist on our adventure to understand how to better engage our members. We will share with you the key metrics that impact renewals and how you can take the first steps of digging into your data. You will also learn about how The Henry Ford created a communications program tailored to the members who need to hear from us the most.

*Catherine McMacken, The Henry Ford*

*Adam Smith, SIGMA Marketing Insights*

### Membership Acquisition: Surviving 2020

A frank conversation about membership acquisition. We will discuss budget cuts, campaign ideas, and creating interactive virtual engagement in our new world. Four diverse institutes will share their trials and successes in expanding their acquisition strategy.

*Melissa Dietrich, Longwood Gardens*

*Jennifer Stone, Denver Museum of Nature & Science*

*Justina Doyle, Chicago History Museum*

*Colleen Conaty, Winterthur Museum, Garden, and Library*

# Wednesday, October 21

## Keynote Session [75 minutes]

9:00am PT / 10:00am MT / 11:00am CT / 12:00pm ET

### Beyond the White Cube: Attracting More Museum Visitors with Inclusive, Equitable, and Just Marketing Strategies



The United States has perhaps the most diverse marketplaces in the world. The multicultural population is rapidly growing and will soon be the majority. This suggests that if organizations want to survive, understanding the needs and wants of consumers across diverse spectrums matters. At the same time, racism has moved once again to the center of national consciousness, an unavoidable reality amplified by two once-in-a-century events - the COVID-19 pandemic and the popular uprisings of the Black Lives Matter movement in response to recent police killings of unarmed Black people.

The increases in anti-racism consciousness suggests enormous opportunity within the domain of museum services - for growth and for justice. Successful organizations will be those that tackle issues of systemic racism and make meaningful progress on diversity and inclusion.

In this keynote, Sonja Martin Poole, Associate Professor of Marketing at the University of San Francisco, one of the most diverse universities in the country, will break down the systemic issues that museums face when it comes to discussing and addressing racism, both externally to consumers and internally among museum leadership and personnel. Dr. Poole will also share strategies that work to build inclusive anti-racist marketing into the fabric of a museum brand-building effort.

*Sonja Martin Poole specializes in examining the dynamic relationship between race and markets and the challenges of diversity marketing, particularly in the contexts of non-profit and public-sector services. With a particular emphasis on the social impact of marketing, Sonja lectures on transformative and multicultural marketing strategy and marketing education. She has appeared at numerous international conferences including the American Marketing Association, Race in the Marketplace Forum, IAIBS Annual World Forum, National Association of African American Studies, and the Society of Marketing Advances. She has over 20 years of experience in the nonprofit and public sectors and has published numerous articles, book chapters, and conference proceedings. Sonja earned her PhD from the University of California at Berkeley and is now an Associate Professor of Marketing at the University of San Francisco.*

Session sponsored by



DANILLER + COMPANY

thelukenscompany



Schultz & Williams

## Connect with sponsors during the conference

Take the opportunity to chat one on one with sponsors and learn about services they offer to the museum field by attending a **Sponsor Breakouts** scheduled on Tuesday, Wednesday, and Thursday. This is your chance to "walk" around the sponsor booths virtually. You can also contact all the sponsors directly through the Virtual Attendee Hub - just go to their sponsor portal and click the contact button.

# Wednesday, October 21

## Concurrent Sessions [60 minutes]

10:45am PT / 11:45am MT / 12:45pm CT / 1:45pm ET

### Bringing Lapsed Members Back to Membership, NOW – Tactics, Tips, Trends

As a casualty of the pandemic, membership in most museums has seen a drop in membership counts. In this fast-paced session come to learn how to turn your large lapsed member file into engaged, recaptured members using a variety of methods. Your lapsed recapture processes must be ramped up right now to bring back recently lapsed members with the right engaging copy, offers, and more. Presenters include agency experts, along with several of your peers who will share what is working (and not). You'll leave with practical how-to's for making your lapsed file re-engage successfully as you head into 2021.

*Mae Daniller, Daniller + Company*

*Claudia McDavid, Atlanta Botanical Garden*

*Maggie Lee, Barnes Foundation*

*Sara Jane Fogarty, Daniller + Company*

### The Perfect Pair - A Membership Partnership Featuring Direct Mail and Email

Many organizations utilize direct mail for acquiring new members and renewing current members. However, not all organizations are using the "one-two" punch of direct mail paired with emails. In this session, hear and see how three organizations of different sizes and types are partnering multi-channel communications for increased results and maximizing growth. Panelists will discuss multi-channel strategies, provide examples of direct mail and email campaigns, and show specific results of these combined efforts on membership and visitation.

*Karen Meyer, Membership Consultants/Gabriel Group: An OSG Company*

*Mark Miller, Living Desert*

*Courtney Stanford, Desert Botanical Garden*

*Andrew Nadauld, Hogle Zoo*

### The Future of Midlevel Memberships in the World of DAFs & IRAs

The 2017 tax law has changed behaviors in our midlevel donors as more give through their DAFs and IRAs, which receive no benefits. Let's discuss and learn from each other during this session. How do we recruit donors who want to give this way? Is this affecting your current membership? How is this affecting the benefits structure? What impact has the recent CARES Act had on IRA giving? This session is a virtual roundtable discussion and not intended to provide legal advice.

*Colleen Morith, Smithsonian Institution*

*Emily Dauer, National Air and Space Museum*

*David Saunders, National Museum of American Indian*

### Doing More with Less - Connecting with Members New and Old

Many organizations are familiar with the need to do more with limited resources - particularly in 2020! Whether it's lower internal bandwidth, fewer programs and benefits to promote, or adding new marketing channels to the mix on a tight budget, efficiency is paramount. This session will explore real world examples of how two San Francisco Bay Area institutions have maximized their resources and budgets to improve process, connect with and understand their audience, and leverage strategic partnerships to engage, retain, and acquire members.

*Ricardo Perez, OneRhythm*

*Sarah Owens, Exploratorium*

*Todd Quackenbush, Oakland Museum of California*

## Sponsor Breakouts [30 minutes]

11:45am PT / 12:45pm MT / 1:45pm CT / 2:45pm ET

Take the opportunity to chat one on one with sponsors and learn about services they offer to the museum field. This is your chance to "walk" around the sponsor booths virtually.

## General Session [60 minutes]

12:15pm PT / 1:15pm MT / 2:15pm CT / 3:15pm ET

### Brown Bag Discussions

Is there a topic you'd like to delve into further? An idea you'd like to bounce off of fellow attendees? A question or problem that you need help with? Discuss topics such as digital membership cards, the future of blockbuster exhibitions, and accessibility within membership--and more--over lunch with fellow attendees. Topics will be crowdsourced from conference attendees, and breakout rooms will be created based on specific themes or questions.

*Victoria Musselman, Brooklyn Museum*

*Allison Lester, Heard Museum*

Session sponsored by **blackbaud** **CDR Fundraising Group**  
leading. creating. delivering.

# Wednesday, October 21

## Concurrent Sessions [60 minutes]

1:30pm PT / 2:30pm MT / 3:30pm CT / 4:30pm ET

### COVID-19: Visitor and Member Expectations & How To Fulfill Them

Morey Consulting will present findings from a survey they conducted at 50 different cultural attractions of more than 95,000 visitors and members regarding visit intent, renewal likelihood, and safety measures deemed important. Morey Consulting will also match-back results from a recent organizational study to better predict visit intent among visitors and members and renewal among members to hone visitation and renewal predictions. Upon completion of the data presentation, representatives from participating organizations will be included to answer two questions 1) Throughout the process of reopening, what was the most surprising thing that occurred and how did you react to it, and 2) how do you move forward in terms of budgeting and allocating resources when admission and membership revenue are unstable?

*John Morey, Morey Consulting*

*Tiffany Tessada, Seattle Art Museum*

*Mindee Kashiwagi, California Academy of Sciences*

*Adrian Cavazos, Houston Zoo*

### Becoming Audience Centric:

#### An Empathy-first Approach to Attracting New Members

Hear how four innovative museums are evolving their membership and audience development strategies to become more audience centric. Panelists from Newfields, MCA Denver, MFA Boston, and the Columbus Museum of Art will share insights into new programs and membership initiatives that have addressed DEAI priorities, including accessibility for colorblind individuals, outreach to the LGBTQ+ community, monthly membership, and the opportunity to proactively design membership to better meet audience needs in new ways. This session will explore the importance of applying an empathy-first perspective, how to balance revenue decisions with DEAI goals, and the need for deeper understanding of audience needs in membership.

*Rosie Siemer, FIVESEED*

*Grace Meils, Newfields*

*Brad Ingles, Museum of Contemporary Art Denver*

*Gabriel Mastin, Columbus Museum of Art*

*Megan Bernard, Museum of Fine Arts, Boston*

### Annual Giving Strikes Hot in the Time of COVID-19

Most museums see membership as their bread and butter for direct response revenue. But upping your Annual Fund game can tap an important source of additional revenue and create a pipeline for mid-level and major donors. Find out how to run an annual giving program to acquire mission-driven donors that complement and reinforce your membership. This session from M+R and the American Museum of Natural History will equip you with all the tips and tools you need to launch great strategy and effective creative for driving donations.

*Yoon Lee, M+R*

*Louise Adler, American Museum of Natural History*

### Cultivating Leadership-level Members

Do you see untapped potential in your most engaged members? Do you have volunteers who are asking to do more, but unsure how to engage them? Many museums (particularly their boards) are interested in developing a "young donors" group for their organizations, but don't know where to start. I helped to create my museum's current Council (often referred to as a "junior board") and after about five years of working with them, I have some takeaways to share with others looking to get started. At my organization, this group helps to create events, cultivate new members, assess the membership program, and fundraise.

*Kate Peck, Albright-Knox Art Gallery*

## Want to get involved with AMMC?

AMMC relies on volunteers to bring the conference to life. If you are interested in participating on the program or host committee, please fill out the form at [americanmuseummembership.org/submit-committee-interest.html](https://americanmuseummembership.org/submit-committee-interest.html).

# Thursday, October 22

## General Session [75 minutes]

9:00am PT / 10:00am MT / 11:00am CT / 12:00pm ET

### Where to Start?: DEAL and Your Membership Program

With many museums sharing statements over the summer supporting the Black Lives Matter movement there has become increasing urgency for action around initiatives that address systemic racism in our field. Sometimes, though we are strongly committed to addressing these matters we find ourselves unsure where to start. This session will highlight two museums that have or are looking to address diversity, equity, accessibility and inclusion in their membership programs. Each director of membership will be accompanied by their colleague that is leading broader DEAL initiatives in their museum. This panel discussion will provide specific examples on the success and failures of initiatives as well as frameworks on how they think about creating this much needed institutional change.

*Tiffany Tessada, Seattle Art Museum*

*Priya Frank, Seattle Art Museum*

*Jennifer Thomas, Saint Louis Art Museum*

*Renée Brummell Franklin, Saint Louis Art Museum*

*Aidan Vega, Philadelphia Museum of Art*

Session sponsored by

**darwill**



## Concurrent Sessions [60 minutes]

10:45am PT / 11:45am MT / 12:45pm CT / 1:45pm ET

### Mission Possible:

#### One Museum's Journey to a Sustainable Membership Program

This session explores the membership program at Eastern State Penitentiary Historic Site located in the heart of Philadelphia. Eastern State Penitentiary was once the most famous and expensive prison in the world. Today, it is a stabilized ruin that interprets the legacy of American criminal justice reform, from the nation's founding through to the present day, within the long-abandoned cellblocks of the nation's most historic prison. Learn how this mid-size museum transformed its membership program to reflect the organization's changing mission and interpretive approach -- transitioning from a purely value-driven model to a mission driven approach that balances historic preservation and social justice. Hear how members responded to the new member program and the challenges that lie ahead as a result of Covid-19.

*April O'Brien, Eastern State Penitentiary Historic Site*

*Elizabeth D. Kaeser, Eastern State Penitentiary Historic Site*

### Catching the Wave of Change:

#### Working Through a Membership Program Rebrand

How do you maintain a member-centric membership program when Management has asked you to change the giving structure, the benefits, and the brand of all of your giving levels? Learn about the strategies the Cleveland Museum of Art has implemented to increase membership, especially at a free museum, what worked and what didn't within the rebrand process, and how to change benefits (and effectively communicate change) when membership constituents join on a rolling basis. We will also address the additional complications of the current climate and new normal we've all been working through, and some additional conclusions to our own rebrand process that launched in March-July of 2019.

*Chelsea Jackson, The Cleveland Museum of Art*

*Terri Mazzola Gertz, The Cleveland Museum of Art*

*Allison Tillinger, The Cleveland Museum of Art*

### Your Story Lives Here-How The National World War II Museum Created a Successful National Fundraising Program

The National WWII Museum's direct marketing program has raised funds from over 600,000 individuals since its inception and created an active membership of 160,000+, one of the largest programs in the nation. This outreach is a carefully scheduled series of acquisition and renewal efforts that ask for support and offer the unique opportunity for members to honor loved ones who contributed to the war effort in a permanent display at the Museum. Individuals from all over the country, and even beyond, have joined the Museum and now provide ongoing financial support, although many have never visited in person. What the Museum has learned along the way will both surprise and inform attendees!

*Becky Odum, Barton Cotton Fundraising Group*

*Leigh Thorpe, The National World War II Museum*

*Melissa Lancaster, The National World War II Museum*

## Sponsor Breakouts [30 minutes]

11:45am PT / 12:45pm MT / 1:45pm CT / 2:45pm ET

Take the opportunity to chat one on one with sponsors and learn about services they offer to the museum field. This is your chance to "walk" around the sponsor booths virtually.

## Concurrent Sessions [60 minutes]

12:15pm PT / 1:15pm MT / 2:15pm CT / 3:15pm ET

### The Price is Right: Valuing Experiences during COVID-19

As museums create safe spaces for patrons to return, and continue to develop online content, the big question arising is: "How do audiences value museum experiences in this new COVID world?"

# Thursday, October 22

The answer to that question will impact the prices of admission, online experiences, and memberships—all of which ultimately affect your bottom line. How do you, therefore, put a proper price on the experiences you offer that will both engage your audience and help to ensure the long-term financial health of your organization? In this session, we'll explore how to communicate value and maximize revenue through pricing—and the research tools necessary to create an effective pricing strategy. You'll come away with basic knowledge of pricing for in-person and online experiences, and ideas for optimizing revenue through pricing.

*Jamie Alexander, JCA Arts Marketing*

*Cari Maslow, Carnegie Museums of Pittsburgh*

*Kimberly Kirkhart, Santa Barbara Zoo*

## Membership for a Museum You May Only Go to Once

Why have a membership program for September 11th? What is the value proposition to join a place as unique as the 9/11 Memorial & Museum? How, when and why should one rebuild a program for a Museum that just opened? Follow along this case study of the successful relaunch of the Membership program at the 9/11 Memorial & Museum: bold strategies, stakeholder buy-in, data analyses, market studies, benchmarking and crossed-fingers that led to a program with new levels, new benefits, new dues pricing and tax-deductibility determinations and wholly re-branded marketing identity.

*Michael J. Smith, 9/11 Memorial & Museum*

## It's the Hot Chocolate!

Learn how The Morton Arboretum has successfully used sentiment science to boost its retention efforts by diving into information gems "hidden" inside qualitative research data and by analyzing information in clear view on social media platforms. Discover how to spot trends and learn what members are really saying about your organization and its benefits and programs. Explore how you can literally change qualitative open-ended survey responses into quantitative data with numbers and percentages. Uncover member attitudes and opinions you won't find any other way! The result: Your data and member opinions driving your program's success!

*Karin Jaros, The Morton Arboretum*

*Eric Deaton, Hope College, Holland, MI; and Sentiment Science, Glen Ellyn, IL*

*Kevin Denney, Hong Kong Polytechnic University School of Design; and Sentiment Science*

## General Session [60 minutes]

**1:30pm PT / 2:30pm MT / 3:30pm CT / 4:30pm ET**

### Igniting Our Passion in Membership: Taking the Conference Home

As we close AMMC's first-ever virtual conference for 2020, we will conclude with an opportunity for all of us to discuss key takeaways and next steps igniting the passion within us!

*Deidre McVay-Schulmeister, The National Museum of Nuclear Science & History*

*Joan Bevirt, Idaho State Historical Society*

## Mark your calendars for 2021 AMMC Detroit!

We plan to meet in person to discuss all things membership and explore Detroit together **September 27-30, 2021**.

We hope you will join us! Watch for the **call for proposals** to be posted on [americanmuseummembership.org](http://americanmuseummembership.org).



DANILLER + COMPANY

# This Year's Been Really *Ruff*

*Daniller + Company is devoted to making our nonprofit clients happy.*

Our **Daniller + Company** team has been helping museums grow and strengthen membership programs for more than 20 years.

And in 2020, we've stepped up our game even more.

Acquisition, renewal programs, upgrades, annual fund – you name it, we'll do it with creativity and smarts, on time and on budget.

We'd be proud to be your trusted partner. Give us a shout, and we'll come running.

Contact us at [info@daniller.com](mailto:info@daniller.com)



Meet Shiloh,  
our cutest team  
member at

[daniller.com/about](https://daniller.com/about)





## THE LUKENS COMPANY IS PROUD TO SPONSOR THE 2020 AMMC VIRTUAL CONFERENCE



**YOUR CAUSE IS OUR CAUSE.**

**We're here to help you get your strategy in GEAR by...**

- *Growing your membership*
- *Engaging your audience*
- *Amplifying your impact*
- *Raising more funds*

[www.thelukenscompany.com](http://www.thelukenscompany.com)



**MEMBERSHIP  
CONSULTANTS**  
AN OSG COMPANY



## **FULL-SERVICE MEMBERSHIP MARKETING**

Membership Consultants is your one stop shop for everything membership. From strategy to execution and start to finish, we help our clients with their marketing goals when it comes to direct mail, digital campaigns, acquisition and retention, and even planned giving lead generation. Let us serve your needs!

---

*In this year of virtual everything, we would like to offer you a free 30-minute consult after the conference. Send your request for your **FREE CONSULTATION** to [info@membership-consultants.com](mailto:info@membership-consultants.com) to schedule a time to discuss your membership program and receive a little **FREE** advice!*

---

*Don't miss our session "The Perfect Pair! A membership partnership featuring Direct Mail and Email" on Wednesday from 1:45 to 2:45 ET.*

---

**DIRECT MAIL ACQUISITION**   **MEMBERSHIP AUDITS/STRATEGIC PLANS**   **DIGITAL MARKETING**   **RENEWAL PROGRAMS**  
**DUES AND BENEFITS ANALYSIS**   **ANNUAL FUND CAMPAIGNS**   **PLANNED GIVING LEAD GENERATION**   **TELEMARKETING**  
**MEMBERSHIP MANAGEMENT**   **SURVEYS/MARKET RESEARCH**   **LIST BROKERAGE SERVICES**   **SEMINARS AND TRAINING**



# greater mission impact

- Membership and Development Counsel
- Membership Marketing
- Direct Mail and Digital Media Fundraising
- Strategic and Organizational Planning

## Schultz & Williams

**WE ARE YOUR TRUSTED  
PARTNER TO NAVIGATE  
OUR CHANGING WORLD.**



  
**AVALON**<sup>®</sup>  
www.avalonconsulting.net

## Blackbaud Arts & Cultural Solutions

Turn *amazing* moments into lifelong relationships.

With Blackbaud's cloud solution purpose-built for aquariums, gardens, museums, and zoos, you get the benefit of 30+ years of dedicated expertise from the world's leading cloud software company powering social good, enabling you to turn amazing moments into lifelong relationships.

**Blackbaud is proud to be a Silver Sponsor of the American Museum Membership Conference.**

[arts.blackbaud.com](http://arts.blackbaud.com)



- We believe everyone has the capacity to create a better world.
- We nurture each other as people and professionals.
- We serve humanity by providing the tools and resources that teach, inspire, and motivate others to act.



**CDR Fundraising Group**<sup>™</sup>

Our clients' missions are our purpose and our passion.  
Together, we raise money to transform lives.

(301) 858-1500 | [cdrfg.com](http://cdrfg.com)

darwill

PROUD  
SPONSOR  
OF  
AMMC  
2020

## Increase Membership with Darwill's Data-Driven Direct Marketing

If you're looking to minimize the partners you manage and get better results, call upon us for strategy, data, creative, production and reporting solutions for acquisition and retention campaigns.

**Your full service partner for:**

- ✓ Membership Renewal
- ✓ Member Card Fulfillment
- ✓ Acquisition Campaigns
- ✓ Annual Fund Campaigns

  
**CREATIVE  
SERVICES**

  
**MULTI-CHANNEL  
MARKETING**

  
**DATA  
MODELING**

Contact **Maria Banuelos** to learn more:

708-236-4999 | [mbanu@darwill.com](mailto:mbanu@darwill.com)

## Grow Revenue. Grow Attendance. Grow Engagement.

We'll help you recover revenue  
lost from COVID-19

- + Membership and Admission Pricing
- + Membership Database Audits
- + Donor Discovery

[jcainc.com/artsmarketing](http://jcainc.com/artsmarketing)



**INSPIRED PEOPLE  
BRINGING  
BREAKTHROUGH RESULTS**

✉ DIRECT MAIL  
🖱 DIGITAL

703.734.5700 | [PRODUCTIONSOLUTIONS.COM](http://PRODUCTIONSOLUTIONS.COM)

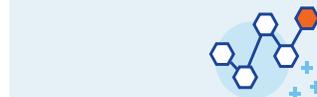
 CUSEUM #1 solution for Arts & Cultural Venues

## Digital Membership Cards

Streamline the membership process and reduce the costs associated with physical card creation and distribution.



Find out more @ [www.cuseum.com](http://www.cuseum.com)



Better Insight. **Better Outcomes.**

*Tell us your marketing challenge,  
and we'll use every ounce of our  
marketing know-how to solve it!*

✓ Direct Mail & Email Lists    ✓ Web App Development

✓ Data Management & Analytics

 Empowering. Progress.

**pds**  
Progressive Data Services

248.313.9120  
[www.progressive-data.com](http://www.progressive-data.com)

# Past Conference Hosts

## **2019 Pittsburgh, PA**

Carnegie Museums of Pittsburgh  
Phipps Conservatory and Botanical Gardens  
Pittsburgh Zoo & PPG Aquarium  
Mattress Factory  
Senator John Heinz History Center  
Westmoreland Museum of American Art

## **2017 Seattle, WA**

Seattle Art Museum  
Burke Museum of Natural History and Culture  
Museum of Flight  
Museum of History & Industry  
Woodland Park Zoo

## **2016 Chicago, IL**

The Art Institute of Chicago  
Adler Planetarium  
Museum of Science and Industry

## **2014 St. Louis, MO**

Saint Louis Art Museum  
Contemporary Art Museum St. Louis  
Mildred Lane Kemper Art Museum  
Missouri Botanical Garden  
Saint Louis Science Center  
Saint Louis Zoo

## **2013 Atlanta, GA**

High Museum of Art  
Atlanta Botanical Garden  
Atlanta History Center  
Atlanta Contemporary Art Center  
Booth Western Art Museum  
Michael C. Carlos Museum  
Fernbank Museum of Natural History  
Tellus Science Museum

## **2011 Philadelphia, PA**

Barnes Foundation  
Franklin Institute  
National Constitution Center  
Pennsylvania Academy of Fine Arts  
Philadelphia Museum of Art  
Penn Museum  
Winterthur Museum, Garden and Library

## **2010 New Orleans, LA**

Contemporary Arts Center  
Hermann-Grima & Gallier Historic Houses  
Historic New Orleans Collection  
Louisiana State Museum  
Newcomb Art Gallery, Tulane University  
New Orleans African American Museum  
New Orleans Museum of Art  
Ogden Museum of Art  
The National World War II Museum

## **2008 Santa Fe, NM**

Museum of New Mexico Foundation

## **2007 San Francisco, CA**

Asian Art Museum  
Fine Arts Museums of San Francisco  
San Francisco Museum of Modern Art

## **2006 Dallas and Fort Worth, TX**

Amon Carter Museum  
Dallas Museum of Art  
Kimbell Art Museum  
Modern Art Museum of Fort Worth

## **2005 West Palm Beach, FL**

Norton Museum of Art

## **2004 Washington, DC**

The Phillips Collection  
Smithsonian Institution  
National Museum of Women in the Arts  
Corcoran Gallery of Art

## **2003 Atlanta, GA**

High Museum of Art

## **2002 Denver, CO**

Denver Art Museum

## **2001 Minneapolis, MN**

Minneapolis Institute of Arts  
Walker Art Center

## **2000 Indianapolis, IN**

Indianapolis Museum of Art

## **1999 Toronto, Canada**

Royal Ontario Museum of Art

## **1998 San Francisco, CA**

Fine Arts Museums of San Francisco

## **1997 Birmingham, AL**

Birmingham Museum of Art

## **1995 Cody, WY**

Buffalo Bill Historical Center

## **1994 Montreal, Canada**

Montreal Museum of Art

## **1993 Detroit, MI**

Detroit Institute of Arts

## **1992 Cleveland, OH**

Cleveland Museum of Art

## **1991 Raleigh, NC**

North Carolina Museum of Art

## **1990 Los Angeles, CA**

Los Angeles County Museum of Art  
The Museum of Contemporary Art

## **1989 Richmond, VA**

Virginia Museum of Fine Arts

## **1988 Kansas City, MO**

Nelson-Atkins Museum of Art

## **1987 Atlanta, GA**

High Museum of Art

## **1986 Indianapolis, IN**

Indianapolis Museum of Art

## **1985 Dallas, TX**

Dallas Museum of Art

## **1984 Philadelphia, PA**

Philadelphia Museum of Art

## **1983 Seattle, WA**

Seattle Art Museum

## **1982 Chicago, IL**

Art Institute of Chicago

## **1981 Denver, CO**

Denver Art Museum

## **1980 Denver, CO**

Denver Art Museum

We gratefully acknowledge the generous support of our sponsors

Platinum



thelukenscompany



Schultz & Williams

Silver



blackbaud®

CDR Fundraising Group  
leading. creating. delivering.

darwill



Bronze



SIGMA  
DATA INSIGHTS

TBJ  
FUNDRAISING  
CONSULTANTS  
LLC.

Additional support provided by generous conference attendees