

AMMC 2011

American **Museum Membership** Conference



Philadelphia

OCTOBER 24 - 27, 2011

thelukenscompany



**“THE GREAT SUCCESS OF AN ORGANIZATION
LIES PRIMARILY IN ITS MEMBERSHIP.
FROM THIS SOURCE COMES PUBLIC SENTIMENT
AND INSPIRATION WHICH MUST UNDERLIE
EVERY SUCCESSFUL PUBLIC ENTERPRISE.
WITHOUT A STRONG MEMBERSHIP, IT IS IMPOSSIBLE
TO PROPERLY IMPRESS, SAFEGUARD AND GUIDE
ANY GREAT PUBLIC BENEFACTION.”**

Museum Bulletin

July 1, 1905

AMMC 2011
American Museum Membership Conference

October 2011

Dear Friends,

Welcome to Philadelphia for the 30th American Museum Membership Conference! We are especially thrilled that Philly was selected as the site for our 30th conference, as it was held here 27 years ago and so very much has changed since then!

During the next few days, we hope you will take time to explore Philadelphia's rich cultural and historic offerings. As part of the conference, four of Philadelphia's cultural treasures will host evening events: the Philadelphia Museum of Art, the Pennsylvania Academy of Fine Arts, the National Constitution Center and The Franklin Institute. Each organization boasts its own special place in the hearts and minds of Philadelphians and makes this city one of the most vibrant and exciting destinations in the country. However, we hasten to add that there are a multitude of other fabulous historical, cultural and recreational activities to enjoy—and we hope your stay provides opportunities for both learning about and enjoying the region.

The Host Committee would like to extend our sincere gratitude to our colleagues on the Programming Committee for their extraordinary conference lineup. Thank you Laura Brouse-Long, Catherine Fink and Suzi Woo for shaping such a rich and informative program!

We are also grateful for our generous sponsors whose philanthropic support helps make AMMC possible. This year our sponsors were extremely generous and contributed a record amount. Thank you one and all! Special thanks go to Philly native Walter Lukens and his team at The Lukens Company for their generous support as Lead Conference Sponsor.

The Host Committee also extends our thanks to our colleague and friend Suzette Sherman for her work to help bring the conference to Philadelphia this year.

We are so very glad you are all here, especially if this is your first conference. Enjoy your stay, meet new friends and colleagues, share your thoughts and ideas, and enjoy the City of Brotherly Love!

All the best,



Mark R. Mills
Chair, Host Committee
The Barnes Foundation

The AMMC 2011 Philadelphia Host Committee:

The Barnes Foundation

Mark Mills
Aidan Vega

The Franklin Institute

Kelli M. Buchan

National Constitution Center

Betsy Murray

Pennsylvania Academy of Fine Arts

Marianne Maxwell

Philadelphia Museum of Art

Katie Cannon
Jessica Sharpe
Beth Yeagle

**University of Pennsylvania
Museum of Archeology and Anthropology**

Emily Winetz Goldsleger

Winterthur Museum, Garden & Library

Charlotte Kelly
Traci Murphy

thelukenscompany

Dear AMMC Attendees,

Welcome to Philadelphia and the 2011 American Museum Membership Conference!

As always, The Lukens Company is honored to be involved with the Conference, but this year, it is especially fitting because Philadelphia is my hometown, as well as home to several of our museum clients.

More importantly, we are pleased to support AMMC year over year because this Conference is such an important vehicle for sharing ideas, innovations, case studies and camaraderie with our fellow membership colleagues. We're especially excited to see that the past success of the Conference has led to opening it up to like-minded organizations, such as science centers and natural history museums, and cultural heritage museums. We can only benefit by inviting our colleagues across the cultural spectrum to share their experiences and best practices with our community.

So again welcome to the City of Brotherly Love. I hope you enjoy your time in Philly. Grab a cheese steak or soft pretzel while you're here. And go Eagles!

Best,



Walter Lukens
President
The Lukens Company

P.S. (You knew there would be a P.S.) Please don't forget to thank everyone on the AMMC host and program committees for making this Conference happen; it is a huge amount of work and truly a labor of love and they deserve our deep appreciation.

2011 Sponsors

AMMC gratefully acknowledges the generous support of our 2011 sponsors:

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Laura Brouse-Long
Smithsonian Institution

Catherine Fink
High Museum of Art

Lisa Krassner
Museum of Fine Arts, Boston

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The Phillips Collection

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Museum of New Mexico Foundation

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National Museum of Women in the Arts

Daniel Vincent
The Metropolitan Museum of Art

Ruth White
Springville Museum of Art

Suzi Woo
Modern Art Museum of Fort Worth

Beth Yeagle
Philadelphia Museum of Art

A special thanks to all those who helped plan and coordinate
the 30th American Museum Membership Conference.

AMMC Scholarship Fund Recipients

Barbara Dougherty Scholarship

awarded to:

Ashley Presutto

Assistant Director of Development
Museum of Contemporary Art
Cleveland, Ohio

Roanne Katcher Scholarship

awarded to:

Brittany Gridine

Membership Coordinator
Columbia Museum of Art
Columbia, South Carolina

2011 Program

Dear AMMC Participants,

Welcome to the 30th year of the American Museum Membership Conference, which, this year, formally expands its focus from support of membership programs solely focused in America's art museums to a broader inclusion of the nation's science and history museums.

Because membership communities and their financial contributions have been pivotal to how museums have generated private support for more than a century, this Conference strives to be a key resource for membership leaders and staff to help you improve and advance your programs. Each year, the Conference provides key learning and new tools to make your program a success, from how to best manage membership growth during challenging economic environments, to how to balance your budget, how to use analytical tools, how to make all the areas of technology (from databases to Twitter) work for your programs, how to make a convincing case for increased investment in acquisition, how to articulate current national trends to help you benchmark your program against other successful programs, and many other beneficial and proven ideas to help you make a real difference as you return to your museums.

All of these Conference sessions happen only through the collaboration of dozens of committed volunteers. In fact, this Conference has thrived for three decades through the support of hundreds of museum professionals across the country. We hope you will take the time to thank all who have worked to make this Conference meaningful and effective. In each city where the Conference is held, host committees work all year to assure your visit to their city and museums is filled with excitement and great memories. This year, historic Philadelphia's committee has been enthusiastically led by Mark Mills of the Barnes Foundation as the Conference returns to the East Coast after many years. The Advisory Committee, which includes membership directors from prior conference sites, has worked all year to secure speakers, roundtable presenters, and sponsors, and assure the financial stability of the conference. Our sponsors not only convey important financial support for the Conference, but also willingly volunteer their time to present substantive best practices from across the museum and philanthropy industries.

Please also help us warmly welcome Ford Bell, president of the American Association of Museums, who joins us for the first time as keynote speaker. We are pleased also to bring major industry leaders to the Conference this year: Holly Hall from the Chronicle of Philanthropy; Carol Rhine from Target Analytics; Marsha Shaines from the Smithsonian Institution; Janet Hedrick from the Buffalo Bill Historical Center; and Diana Duncan, who is helping build the new venue for the Barnes Foundation here in the city.

As you navigate this stellar group of presenters, subjects, and educational offerings, don't forget to network with your peers! You will make many friends this week—many of whom will be lifelong. Should you need any help or information during the conference, please seek out the Advisory Committee and Host Committee members, who will all be wearing colored name badges and ribbons. And save that spreadsheet of contacts for those urgent last minute questions you will have just before a crucial meeting back home. You will find many willing partners to help you succeed in the coming year.

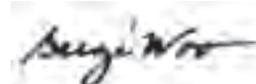
Thank you for joining us this year in Philadelphia. We look forward to meeting you and sharing these tremendous resources with you.



Laura Brouse-Long
Smithsonian Institution



Catherine Fink
High Museum of Art



Suzi Woo
Modern Art Museum of Fort Worth

2011 Schedule

MONDAY, OCTOBER 24

Noon – 5:00 p.m.

Conference Registration and Check-In

HYATT REGENCY AT PENN'S LANDING
SECOND FLOOR, GRAND BALLROOM FOYER

General Sessions

1:00 – 1:45 p.m.

AMMC First-Time Attendee Orientation

Program Chairs: Laura Brouse-Long (Smithsonian Institution), Catherine Fink (High Museum of Art), and Suzi Woo (Modern Art Museum of Fort Worth)

GRAND BALLROOM A

2:00 – 3:00 p.m.

Membership 101

This is a comprehensive overview of membership management, marketing and measurement. Learn techniques and trends in managing the priorities of membership—renewals, acquisition and member services—plus determining the value of membership to the institution and community. Topics explored include setting goals, creating budgets, improving on-site sales, and using direct marketing for renewals, upgrades and acquisition. Don't miss this opportunity to learn from professionals that work toward the success of some of the best membership programs in the country.

*Jamie Clements (NPO Direct Marketing)
Diane Ward (Membership Matters!)*

GRAND BALLROOM A

Break-Out Sessions

3:00 – 4:00 p.m.

1) Acquisition 101

This session provides a thorough understanding of the essentials of a successful acquisition program. Attendees will come away with proven techniques and practical knowledge, which will immediately enhance understanding of the acquisition process. Attendees will take away important information on understanding the list market, investing in acquisition growth and integrating efforts across channels.

*Kerri Kerr (Avalon Consulting Group)
Dara Rosenberg Igersheim (Avalon Consulting Group)*

GRAND BALLROOM A

2) 2011 AMMC Attendee and Member Survey

AMMC 2011 partnered with research firm Campbell Rinker to conduct the 2011 Attendee and Member Survey. Attend this session to learn more about your colleagues, the types of programs they run, and museum membership best practices. Topics in the survey ranged from museum size and location to membership size, pricing, renewal rate, renewal practices, benefits and more.

Dirk Rinker (Campbell Rinker)

GRAND BALLROOM D

Evening

5:30 - 7:30 p.m.

Busses depart the hotel lobby beginning at 5:00 p.m.

Welcome Event - All Attendees

NATIONAL CONSTITUTION CENTER
Sponsored by SD&A Teleservices

Kick off the Conference at the opening reception hosted by the **National Constitution Center**, a spectacular and thoroughly modern museum located in the heart of Historic Philadelphia with dramatic views of Independence Hall as the backdrop. Enjoy light bites and cocktails while mingling with fellow attendees in America's first and only institution dedicated to the U.S. Constitution, its ideals and its legacy of active citizenship. You'll get an exclusive look at the Center's award-winning core exhibition, *The Story of We the People*, where you can interact with cutting-edge multimedia exhibits, walk among 42 life-sized bronze statues of the Founding Fathers in *Signer's Hall*, and experience the stirring theatrical performance *Freedom Rising*.

Followed by dinner at restaurants in Old City

7:00 – 8:30 a.m.

**Breakfast
Roundtable Discussions**

Three 30-minute sessions
COLUMBUS BALLROOM A, B, C

8:45 – 9:00 a.m.

Welcome

Host Committee, Program Chairs
GRAND BALLROOM A & B

General Sessions

9:00 a.m.

Keynote: Museums as Community



Ford W. Bell, DVM
President, American
Association of Museums

AAM president Ford W. Bell explores the integral role museums play in communities large and small—as educators, civic organizers, social service

providers and institutions committed to serving the public. This community-building is ignited through a museum’s membership who, as the institution’s most devoted and loyal patrons, become, in effect, extensions of a museum’s often limited staff in fostering a sense of community and conveying the message of a museum’s value well beyond its walls. But the challenge confronting museums is to effectively convey that value message—with one united, compelling voice—to policymakers and elected officials so as to ensure our future sustainability.

GRAND BALLROOM A & B

9:45 – 10:45 a.m.

**Fund-Raising and Market Trends Among
Arts Organizations**

Holly Hall
Features Editor, Chronicle of Philanthropy

Over the past three years, museums and other arts organizations have endured some of the toughest economic challenges facing the nonprofit sector. While the Great Recession prompted many donors to give more to charities that serve the needy, especially early on, its lingering effects continue to shut down and threaten arts groups across the county. Individual donations and corporate giving are still down compared to pre-recession levels, and government cuts are intensifying. Hard times, however, have forced some arts groups to innovate and breathe new life into their organizations. This session will provide an overview of the fund-raising climate, key trends, and winning revenue-generating tactics among arts organizations based on reporting and research by the Chronicle of Philanthropy.

GRAND BALLROOM A & B

10:45 – 11:00 a.m.

Break

GRAND BALLROOM FOYER

General Sessions

11:00 – Noon

**Fair Market Value Regulations
and Requirements**

Marsha Shaines,
Deputy General Counsel, Smithsonian Institution

Potential museum members are often attracted by the perception of a “deal”—a charitable contribution tax deduction plus an overflowing basket of benefits. What is the museum’s responsibility to educate donors about the proper tax treatment of their membership program? What IS the proper tax treatment? This session will

discuss the IRS rules on the valuation of membership benefits, museums' obligations to inform donors of the proper tax treatment of their membership payments, and the special challenges of family foundations and donor-advised funds as members, with opportunity for questions and answers.

GRAND BALLROOM A & B

Noon - 1:00 p.m.

Lunch

COLUMBUS BALLROOM A, B, C

Sponsored by SpotCo

Break-Out Sessions

1:00 - 2:00 p.m.

1) The Benefits of Exhibition Marketing: More Members, More Tickets, More Visitors

Exhibitions drive the success of membership programs for museums large and small. Learn how to leverage your museum's exhibitions to acquire more members, sell more tickets, and increase the number of visitors. Case studies will be presented for the Philadelphia Museum of Art and Norton Museum of Art.

Jamie Clements (NPO Direct Marketing)
Beth Yeagle (Philadelphia Museum of Art)
Katie Cannon (Philadelphia Museum of Art)
Graham Russell (Norton Museum of Art)

GRAND BALLROOM A

2) Building an Online Fundraising Program

This session will showcase how the National Museum of the American Indian launched and built an integrated online fundraising program. We will share how they developed email campaigns that coordinate with their offline direct marketing efforts and share results. This session will also explore how

your organization can start to build your online program, as well as share benchmarks from the industry.

Barb Perell (Avalon Consulting Group)
David Saunders (National Museum of the American Indian)

GRAND BALLROOM D

3) Data Driven Decisions - How to Keep Your Members Coming Back for More

Do you want to increase revenue and decrease membership churn? If so, then be sure to attend this eye-opening session on how you can use business intelligence to dissect your membership data and drive strategic decisions about growing membership revenue. Learn how the Atlanta Botanical Garden and the Art Institute of Chicago are using business intelligence to manage their membership programs, from planning effective renewal strategies to boosting member participation, all while reducing costs.

Steve Jacobson (JCA)
Hilary Branch (Art Institute of Chicago)
Mary Beth Armbruster (Denver Museum of Science and Nature)

GRAND BALLROOM B & C

2:00 - 2:15 p.m.

Break

GRAND BALLROOM FOYER

Break-Out Sessions

2:15 - 3:15 p.m.

1) Tapping Technology for Membership

Membership organizations are seeking innovative marketing and communications strategies that will capture the attention of, reinforce brand messaging to, and attract dollars from, the giving public. This session will touch on how Museums have,

and can tap into, the latest technology to engage prospects and former and existing members using offline and online integrated marketing communications. Today existing and potential members can donate and join in places and ways we could have never imagined. Learn about QR (quick response) codes and IVB (Interactive Voice Broadcast) message strategies that can be implemented to complement your membership communications. Bring your smart phone.

Grace Piku (Spotco)

Cindy Kellett (The Cleveland Museum of Art)

GRAND BALLROOM D

2) Science Museum Membership: Remaining Relevant Through Adult Programming

Science museums are often so family-friendly that many adults feel disconnected to the museum offerings and content. Both the Fort Worth Museum of Science and History and the Museum of Nature and Science, Denver are creating adults-only experiences that are successfully reaching new audiences and generating new relationships. From pints in local pubs to adult-only nights, hear about some of these inspiring program models that might be a perfect fit for your museum and membership base.

Mary Beth Armbruster (Denver Museum of Nature and Science)

Kate Park (Fort Worth Museum of Science & History)

GRAND BALLROOM B & C

3) Maximize Visitor Conversion—Onsite and Online!

Each visitor to your museum is a potential member, so an onsite conversion program is a no-brainer. But how do you take things to the next level with this large—and cost-effective to acquire—group of prospects? And what about the visitors who don't convert? Learn how the Museum of Fine

Arts, Boston, increased their monthly conversion rates by an average of 70% over the previous year and created a post-visit e-mail strategy to continue the conversation about membership and drive additional conversions online. Please note that the ideas presented in this case study are scalable to museums of any size.

Ed Gargiulo (Museum Fine Arts, Boston)

GRAND BALLROOM A

3:15 – 3:30 p.m.

Break

GRAND BALLROOM FOYER

Break-Out Sessions

3:30 – 4:30 p.m.

1) Let's Share Our Wealth: Reciprocal Membership Programs – Reciprocity is a Great Benefit

Are you searching for an exciting benefit to offer members that will not stretch your budget? This session focuses on reciprocal membership programs and practices. There are more than 20 programs across the country that cater to different museum types, regions, and price points. By participating in a program, you can provide your members with access to many more museums with minimal effort or cost, and with great returns. Participation also serves as a means to network with membership professionals and colleagues. Whether you take part in multiple programs or have yet to join one, come join our conversation to learn more.

Caitlin DeMarco (Philadelphia Museum of Art)

Linda C. Jerolmon (Yale University Art Gallery and Yale Center for British Art)

Kate Park (Fort Worth Museum of Science and History)

Miriam Martinez (Corning Museum of Glass)

GRAND BALLROOM A

2) Membership Start-up: Building a Base from the Ground Up

Being charged with building and growing a membership program can be daunting. Join us as we explore how two Philadelphia museums, the Barnes Foundation and the National Museum of American Jewish History, were faced with the challenge and opportunity to grow their programs—and did so, monumentally. We'll discuss how to make the case for investing in membership, how to navigate the uncharted waters of member acquisition, and how to mitigate risks while still realizing your goals. Both new and mature membership programs that are seeking ways to grow or restart will benefit from this session.

Alexis Forman Sabloff (The Lukens Company)
Mark Mills (The Barnes Foundation)
Cobi Weissbach (National Museum of American Jewish History)

GRAND BALLROOM D

3) Data, Reports, and Budgets - OH MY!

Preparing budget projections can feel like being in the Land of Oz—mysterious and daunting. This two-part workshop examines processes to get you on the yellow brick road to success. First, explore basic membership math, tracking reports, plus interpreting acquisition and retention information. Then apply this understanding to four steps of budgeting to avoid common errors. This technical workshop includes insights from new staff who discovered they “weren’t in Kansas anymore” when they landed in membership. Bring a laptop with Excel to enhance learning.

Diane Ward (Membership Matters!)
Lyn Swain (Cornell Lab of Ornithology)

GRAND BALLROOM B & C

Evening

6:00 p.m.

Busses depart the hotel lobby at 5:30 p.m.

Reception and Dinner

PHILADELPHIA MUSEUM OF ART

*Tonight's event is made possible by
The Lukens Company*

Enjoy cocktails and dinner at the **Philadelphia Museum of Art**, one of the finest and most beloved art museums in the United States. You'll have an opportunity to mix and mingle in the majestic Great Stair Hall and will have access to our highly anticipated exhibition *Rembrandt and the Face of Jesus*. This groundbreaking exhibition reunites—for the very first time since their creation in the mid seventeenth century—an exceedingly rare grouping of Rembrandt's dazzling depictions of Christ, coming to Philadelphia directly from their unveiling at the Louvre in Paris.

7:30 – 9:00 a.m.

Breakfast

Roundtable Discussions

Three 30-minute sessions

COLUMBUS BALLROOM A, B, C

General Sessions

9:15 – 10:15 a.m.

**Creating a Culture of Individual Giving:
The Story of the Barnes Foundation on its
Journey to Financial Sustainability**

Diana Duncan

Senior Vice President for External Affairs,
The Barnes Foundation

In 2004 the Pennsylvania Courts authorized the relocation of the Barnes Foundation's famed art collection from the affluent suburb of Merion, PA to Center City Philadelphia to avoid financial insolvency by removing the limitations on access and visitation. Diana Duncan joined the Barnes in June 2008 as the Foundation's first Senior Vice President of External Affairs. In this new position, Diana assumed management of all departments touching the public (Development, Visitor Services, Membership, PR & Marketing and the Gallery Shop) with the vision of creating a fully integrated approach to converting visitors to members to donors. In this presentation, Diana shares the Barnes' story of how it ended up near bankruptcy and how it now prepares to open in May 2012 a building housing the world-class collection and state-of-the-art educational facilities to welcome and engage diverse new audiences. Learn about the efforts to expand membership from 350 to now more than 10,000 households in less than two years, launch upper level giving circles, and create a culture of individual giving, increase access, engage broad new audiences and ensure a vibrant and sustainable future for generations to come.

GRAND BALLROOM A & B

10:15 – 10:30 a.m.

Break

GRAND BALLROOM FOYER

General Sessions

10:30 a.m. – 11:45 a.m.

“Thank You” is Not Enough

Janet Hedrick

Eastern Regional Development Manager,
Buffalo Bill Historical Center

As competition for the charitable dollar increases across the nation, non-profits have to develop new strategies to maintain the members and donors that support their organizations. Saying “thank you” is essential, but effective institutions have learned how to go beyond the standard “thank you” to make members and donors feel connected to their missions. The session will examine the critical aspects of donor relations and will explore the donor touch point management plan as a tool for implementing the donor relations process. Examples of “touch points” will be discussed.

GRAND BALLROOM A & B

Noon – 1:15 p.m.

Lunch

COLUMBUS BALLROOM A, B, C

The State of Nonprofit Fundraising

Carol Rhine

Principal Fundraising Analyst, Target
Analytics, a Blackbaud Company

How have donors responded during the economic recession and what can we expect as giving recovers? This session will cover the latest trends in fundraising — learn how donors are behaving and who is becoming a new donor. Through a special examination of the donorCentrics Index of National Fundraising performance and Giving USA we will discover the state of individual giving today. Covering historical trends

we can also look ahead to the recovery of giving. This economic downturn has come in the midst of great changes in fundraising—online giving, monthly donor programs, and shifting generations will shape the future of fundraising. Carol will also present the current profile of museum donors and compare them to donors in other nonprofit sectors.

Break-Out Sessions

1:30 – 2:45 p.m.

1) How to Make a Silk Purse Out of a Sow's Ear: The Trials, Tribulations, and Triumphs of Small and Midsize Museums

You've heard from the big museums, now come together with colleagues from small to midsize museum membership programs to discuss the trials, tribulations, and triumphs that come with managing a membership program with limited resources, but plenty of big ideas. What kind of challenges and opportunities exist in your museum? Join us for this informal discussion with four seasoned museum professionals who will share their experiences—both the good and the bad!

Graham M. Russell (Norton Museum of Art)
Jeff Petrie (The Phillips Collection)
Ruth White (Springville Museum of Art)
Suzi Woo (Modern Art Museum of Fort Worth)

GRAND BALLROOM A

2) Membership Renewals – Making Your Bottom Line Bigger and Better

Retaining members is the key to a highly successful membership program. Learn how to achieve highest-level results using an analytical and creative perspective, with two museums sharing how they are retooling their programs to increase member retention and increase income.

We'll finish with detailed information on specific smart tactics—including the right place for e-renewals and how to push Groupon members to perform.

Erica Luke (Newseum), Mariann Lovato (Museum of New Mexico Foundation), Martha Ernst (Daniller + Company)

GRAND BALLROOM D

3) The Power of Branding

By harnessing the power of strong brands—those of corporations and our own museums—how are membership programs able to grow in size and stature? An examination of recent projects at the Solomon R. Guggenheim Museum.

Ben Whine (Solomon R. Guggenheim Museum, NY)

GRAND BALLROOM B & C

2:45 – 3:00 p.m.

Break

GRAND BALLROOM FOYER

Break-Out Sessions

3:00 – 4:15 p.m.

1) The Future of Membership

What will the membership program of tomorrow be like? How will we attract, retain, relate to and communicate with our loyal constituents? Starting with open minds and a dash of creative chaos, our speakers wrap up group perspectives with expert insights.

Noreen Ahmad (La Placa Cohen)
Dana Hines (Membership Consultants)

GRAND BALLROOM A

2) Reinventing Your Membership Program to Maximize Financial Impact and Member Engagement

Whether you're interested in creating a new membership program or reinventing the one you have, this session will shake up your ideas regarding the ideal membership program for the future of your organization. Learn how a research-based, member-focused approach to evaluating your membership program, supported by strategic packaging and marketing, can lead to significant increases in revenue for your Museum. This session will review recent projects at two museums with different market challenges and opportunities. Highlights include research approaches, creative packaging of benefits, pricing structure decisions, marketing roll-outs, and outcomes.

Kristen Denner (Whitney Museum of American Art)

Lisa Krassner (Museum of Fine Arts, Boston)

Beth Yeagle (Philadelphia Museum of Art)

GRAND BALLROOM D

3) Multi-channel Success! Integrated Campaigns that Allow your Organization to Grow

Join us as we revisit the Seattle Art Museum one year after their successful Picasso exhibition, and discuss how the museum successfully broke down silos between the membership and marketing departments and allowed for shared resources. We'll share how to utilize a multi-channel campaign that integrates direct mail, online advertising, telemarketing and email to grow membership and drive ticket sales. We'll also discuss the successful multi-channel efforts of the Martin Luther King Jr. Memorial Project Foundation, which has over 100,000 national donors who were acquired and cultivated both online and offline.

Angela Struebing (The Lukens Company)

Walter Lukens (The Lukens Company)

Tiffany Tessada (Seattle Art Museum)

GRAND BALLROOM B & C

Evening

5:30 – 7:00 p.m.

Busses depart the hotel lobby at 5:00 p.m.

Reception

PENNSYLVANIA ACADEMY OF FINE ARTS

Wednesday evening's events begin at the historic **Pennsylvania Academy of the Fine Arts** for a cocktail reception in the nation's first art museum and school. AMMC attendees will view work from influential American artists such as Charles Wilson Peale, Benjamin West, Thomas Eakins and Winslow Homer. Hosted in the Historic Landmark Building, considered one of the finest surviving examples of Victorian Gothic architecture in America.

7:30 p.m.

Dinner

FRANKLIN INSTITUTE

Dinner follows at Pennsylvania's most-visited museum, **The Franklin Institute**. Attendees will dine in The Benjamin Franklin National Memorial—a magnificent domed ceiling rotunda showcasing a 30-ton statue upon a 90-ton pedestal of white Seravezza marble. After dinner, explore *The Giant Heart*, *Electricity* and *Changing Earth*, three of the museum's most dynamic experiences, designed to embody the Institute's mission to inspire a passion for learning about science and technology.

7:30 – 9:00 a.m.

Breakfast

Roundtable Discussions

One rotation only

COLUMBUS BALLROOM A, B, C

Break-Out Sessions

9:00 – 10:15 a.m.

1) Market Trends in Membership

Successful membership programs understand the market trends that affect their performance. This broad and comprehensive view will include demographics, consumer behavior, business and industry trends, and social media; and will also present research of nonprofit organizations' program results undertaken by professional trade organizations. We'll provide hands-on information to help you understand how these market trends can be leveraged to strengthen your membership program right now and give examples of membership programs that are using these real world circumstances to best effect.

Jennifer Thomas (Saint Louis Art Museum)

Mae Daniller (Daniller + Company)

GRAND BALLROOM A

2) The ABC's of Group Buying Websites

This session will review the successes and pitfalls of group buying websites such as Groupon and Living Social and how they can be used to promote membership. The Frist Center's recent Groupon membership offer will be used as a case study. Topics include: best practices for setting up a deal and preparing staff; strategies for stewarding new members; and methods for building donor loyalty and retention for this special corps of members, while also servicing the entire membership.

Alex Harwell (The Frist Center for the Visual Arts)

GRAND BALLROOM B & C

3) Strategies for Developing Revenue Streams and Patron Bases

In this presentation, a variety of approaches to enhance existing revenue streams and create new ones, while building the member base, will be discussed. A somewhat non-traditional approach is taken with respect to the topic on the assumption that in tough times new approaches may fare better than many of the "tried and true" models on which most fundraising professionals depend.

Paul S. Papich (Water Stone Consulting, SD&A Teleservices, Inc.)

Catherine Fink (High Museum of Art)

GRAND BALLROOM D

10:15 – 10:30 a.m.

Break

GRAND BALLROOM FOYER

Break-Out Sessions

10:30 a.m. – Noon

1) Eye on the Prize: Re-strategizing and Positioning Membership for Growth in Family-Based Organizations

Managers often inherit long-standing membership programs and practices that have "always been done this way." With greater demand for membership revenues, changing legacy thinking and introducing a new focus that supports greater growth can be met with scrutiny. This session explores case studies where data was used to support a new rationale for growth in family-based organizations—large and small—that required a new view of the "prize" from elite to inclusive. Experiences and final outcomes will be shared.

Alison Thornton (Morris Arboretum of the University of Pennsylvania)

Susan Webb-Rawls (Museum of Science and Industry, Chicago)

GRAND BALLROOM A

2) Recipe for a Successful Membership Program – Striking the Balance of Direct Mail and Online Communications

While direct mail remains the primary workhorse for most membership organizations, the online channel has worked hard to earn the #2 spot. So how can membership professionals strike a balance with these two mediums while budgeting and planning? This session will address: how and why direct mail acquisition campaigns can and should drive prospects to join online; e-renewals vs. mail renewals; premium-based campaigns; and why integrated campaigns are the best campaigns. Tried and true case studies will also be presented.

Debbie Merlino (DMW Direct)

Lynn Swain (Cornell Lab of Ornithology)

GRAND BALLROOM D

Noon

Adjourn

2:00 p.m.

Tour

Conference attendees are invited to visit the University of Pennsylvania Museum of Archaeology and Anthropology on Thursday, October 27th at 2:00 pm for a free “Highlights of the Collection” tour. Founded in 1887, the Penn Museum is home to about one million objects and has sponsored over 400 expeditions worldwide including more than 50 current projects around the globe. Highlights from the Collection include 4,500-year-old Mesopotamian treasures from Ur; palatial pillars and a 12-ton sphinx from Egypt; monumental stone stele of the ancient Maya; ancient Greek, Roman, and Etruscan sculpture; and art and artifacts from Asia, Africa, and the Americas.

www.penn.museum

Penn Museum is located at 3260 South Street and is accessible by a 15 minute taxi ride or by public transportation on the SEPTA buses 21 and 42. Both busses stop next to the hotel at Penn’s Landing.

Free Admission

During the conference, attendees enjoy free admission if they show their AMMC badges at the following museums:

The Franklin Institute
National Constitution Center
Pennsylvania Academy of Fine Arts
Penn Museum
Philadelphia Museum of Art

2011 Roundtable Topics and Presenters

TUESDAY, OCTOBER 25

Telemarketing 101: Success by Talking to People

Telemarketing is a tool that many patrons view as a service; it gives them the opportunity to talk about the best way for them to be engaged and it provides a platform for them to ask questions. Also, it is unique in that it supplies museums with a channel to talk one-on-one with a large percentage of their members and member prospects. It also can generate a substantial amount of revenue. This roundtable will address how telemarketing campaigns are created and fit with an overall membership plan, revenue and cost expectations, and attendee questions.

Eric Nelson, DCM Telemarketing

Member Events: Nice, But Not Too Nice

Steward and recognize your members with memorable events that do not blow your budget. Attend this discussion to hear and share ideas for cost-effective member events.

Erica Luke, Newseum

Membership Upgrade! Tricks of the Trade

With membership counts dwindling in membership programs around the country, the need for our loyal members to provide additional philanthropic dollars is more important than ever. During this roundtable we will discuss the tools membership staffs have to move members to higher categories of giving, improve retention rates, and uncover indications of future giving. From direct mail packages to telemarketing, from data to timing of the ask, we will cover what you need to know to upgrade both your members and your program.

Jennifer Barton, Friends of the Smithsonian

The Most Effective Membership Card for Your Organization

We will highlight three different types of membership cards and discuss which type of card is the most cost-effective and efficient for your museum.

*Annette Hazen and Chelsea Henderson,
KB Graphics*

Reciprocal Roundup: Making the Most Out of Your Reciprocal Membership Programs

Reciprocal membership programs provide an easy, low-cost way to supply members with an attractive and valuable benefit. Learn more about reciprocal membership programs, share your experiences, and discover how others are using them to advance their membership programs.

*Caitlin DeMarco, Philadelphia Museum of Art
Linda Jerolmon, Yale University Art Gallery*

Renewals: It's a Numbers Game

Renewals are the foundation of a membership program and provide a critical income stream to your organization. Understanding your renewal numbers will assure your renewal efforts are on target and on track. Discussion will include tracking by renewal drop, by renewal notice, number of notices, trends across years, average gift, and other topics of interest to participants. Bring your renewal questions!

Martha Ernst, Daniller + Company

Young Professionals Organizations: Engaging the Next Generation

Over the past decade, young professional organizations have popped up all over the country including at cultural institutions like Museums. Join us to explore the topic of how to engage this group and what the future benefits of having one at your museum might be.

Megan McNeely, Philadelphia Museum of Art

Passport, Please: Travel Programs Revealed

At our roundtable we will discuss how travel programs create strong bonds and loyalty between museum benefactors and your institution. We will compare membership versus development-run travel programs and reveal the inner workings of a relevant travel program.

*Marieke Peleman,
Benefactor Travel by Hamilton Fitzjames*

Demystifying Monthly Giving Programs

Do monthly sustainer programs and recurring gifts seem like a scary mystery to you? Well, fear no more! You'll learn about the benefits of a strong monthly giving program and receive tips on how to successfully implement and effectively manage—and grow—your program.

*Inger De Montecinos,
National Museum of the American Indian*

Get More Out of Your Direct Mail Budget Than Just Direct Mail

Find more uses for your design and copy, use your data for special analyses, and gang print other membership communication materials with direct mail. This discussion is relevant for museums of all sizes in these cost-conscious times.

Shelagh Megeath, NPO Direct Marketing

Maximizing Your Membership E-mail Program

A discussion about structuring a Membership email program to continually engage your Members and maximize revenue. We'll explore effective ways of cultivating and stewarding Members online—including renewals, newsletters, invitations, and more—and how to incorporate these communications into your overall marketing plan. We'll also

explore the value of email segmentation, split testing, and tracking to measure and optimize overall campaign performance.

*Nitasha Kawatra,
The Metropolitan Museum of Art*

Building Customer-Centric, Brand Value Across the Membership Lifecycle

Winsper conducted a qualitative research study, talking to over 20 museum membership directors over the past six months. At the roundtable discussion, Jeff Winsper, founder, shares the top line findings/insights as well as strategies to enable a more effective and efficient customer-centric approach across the membership lifecycle (i.e. retain, acquire, re-acquire lapsed members, and convert ticket buyers).

Jeff Winsper, Winsper

Benchmarking: Embrace the Expert in You

Benchmarking with your program and other comparable organizations is a great way to see how your program stacks up. Benchmarking areas include dues and benefits, membership totals, and renewal rates. But how do you compare apples to apples when sometimes oranges are all that are in season?

Dana Hines, Membership Consultants

Finding Incremental Increases in Your Renewal Rates

Renewal rate is perhaps the most important metric in a membership program. How do you calculate it? How often do you calculate it? And how granular do you get with your calculation? This roundtable will explore this essential metric and share ideas on how to interpret it to take action for greater results.

*Steve Jacobson and Stephanie Reyes,
JCA, Inc.*

Stumped by Your Stats? Crunching and Comparing Numbers

This roundtable will give you the resources to analyze your results and assess the success of your fundraising campaigns. We will cover calculations from response rates to cost per dollar raised. We will also provide you with industry benchmarks and environmental indicators which will put your results into perspective.

*Dara Rosenberg Igersheim
and Kristen Shank Finn,
Avalon Consulting Group*

Trends in Museum Website Development

Over 50% of Americans will likely have smart phones by the end of the year. This means that our websites will become even more important. Come share your ideas, strategies, and questions related to enhancing your museum's web presence in this forward thinking conversation.

Kerstin Beyer, Walker Art Center

Making eRenewals Work for You: Content, Structure, and Design

We address and discuss what goes into a successful eRenewal program.

*David Solares, The Huntington Library,
Art Collections, and Botanical Gardens*

Maximizing Your Acquisition Budget with the Right List Resources

We will talk about the various list resources available in the art and cultural nonprofit industry, and discuss the specific benefits of exchange resources, consumer resources, and participation in regional Co-Ops.

*Holly Ruble, Pinnacle List Company
Samantha Merz, Pinnacle List Company*

Using Personalized Microsites to Increase Renewals

Close the loop on your messaging and increase the return on renewals using customized microsites. Learn how this technology is being used to guide members' decision processes while making data entry, fulfillment, and reporting easier.

*Doug Hoogstra, Darwill
Hilary Branch, Art Institute of Chicago*

Trends in Museum Website Development

Over 50% of Americans will likely have smart phones by the end of the year. This only means that our websites will become even more important. Come share your ideas, strategies, and questions related to enhancing your museum's web presence in this forward thinking conversation.

Kerstin Beyer, Walker Art Center

Telemarketing 201: How to take your campaign from dialing to cultivation

Dialing the number is one thing. Making the calls valuable for your patrons and your organization is another. This roundtable will examine how to take your telemarketing campaign to the next level. The following topics will be addressed: choosing the right mix of leads, crafting offers that work over the phone, setting realistic goals, knowing which stats to pay attention to, learning how to capitalize on successes and deal with shortfalls, and addressing speed dialing vs. cultivation conversations. Make every contact a productive one.

Eric Nelson, DCM Telemarketing

Should I raise rates or just modify the benefits structure?

Join us for a round table discussion about when it may be time to raise rates or modify your existing benefit levels. We will discuss how to communicate a positive message to members about adjustments and leverage upgrades in the process.

Rachel Mentink-Ferraro, Dallas Museum of Art

Technology: Printing Barcodes on Your Scannable Cards

We all know that capturing member attendance is vital. Using Patron Edge and Raiser's Edge barcodes can help make that task easier. Tips for printing from RE and scanning into PE.

Wendi Kavanagh, Dallas Museum of Art

Trends in Direct Mail Today

This session will go over current trends in direct mail response including response rate. Results from test segmentation will be shared in addition to direct mail samples.

Gina Tan, Tangible Strategies

Ultimate Upgrade

Motivate your members to step up their level of support.

*Mariann Minana-Lovato,
Museum of New Mexico Foundation*

Mail Fulfillment

We will talk about how to reach a target audience through mail in an open and reactive manner, and will address mailing regulations.

*Annette Hazen and Chelsea Henderson,
KB Graphics*

Get it While It's Hot: Volume Sales Partnerships (i.e. Groupon, Living Social, etc.)

Examine and discuss a case study highlighting five offers via three different companies; including pros, cons, and best practices when making membership available at a hefty discount.

Jeff Petrie, The Phillips Collection

Mapping Your House Files: Finding Success in Small Places

Improve your chances to discover new prospects with a tried and true mapping methodology that plots the geographic distribution of your members and donors.

Amy Houcke, DMW Direct

Doing More with Less: Benefits on a Shoestring Budget

Discover the variety of ways you can service your Members with a wealth of benefits that will cost you little or no money!

Graham M. Russell, Norton Museum of Art

Join today! Onsite Sales Initiatives and Campaigns

Discuss ways to motivate visitors to join and sales staff to sell through incentives, commissions, rewards and special opportunities. Share measurement tools for successful on-site campaigns and how to determine conversion rate goals.

Sara Stum, Milwaukee Art Museum

Breathing New Life into Your Membership Publications and Messaging

Discuss ways to motivate visitors to join and sales staff to sell through incentives, commissions, rewards and special opportunities. Share measurement tools for successful on-site campaigns and how to determine conversion rate goals.

Louise Adler, American Museum of Natural History

Building's Closed: What are you gonna do?

Facing the challenge of keeping members engaged, renewing and joining, while closed for renovations or expansion? We will discuss how to capitalize on these times of transition with programs, promotions, messaging and communications to maintain and grow membership, providing crucial operating revenue during these critical times.

Aidan Vega, Barnes Foundation

Renewals: The Superhero of Membership

Renewing members are a source of continuing financial support and some of the greatest friends a museum can have. A good renewal strategy is key to increasing member retention rates. Discuss successes, failures and challenges within the realm of membership renewals.

Jamie Newsom, Anchorage Museum at Rasmuson Center

Nothing is Certain but Death and Taxes

Whether you are intimidated by the mumbo jumbo surrounding membership tax-deductibility or recently reviewed the tax-deductibility of your membership program, one thing is certain —this is a topic none of us can ignore. Stop by and share your questions, concerns, as well as your expertise, in order to help make another thing certain—it is not as tough as it seems.

Kerstin Beyer, Walker Art Center

Ask Away: Five-minute Brainstorming Sessions

Spend five minutes with marketing and membership consultant Jamie Clements of NPO Direct Marketing to brainstorm on any issues, challenges, opportunities, current or future projects related to your membership program.

Jamie Clements, NPO Direct Marketing

Surveying Members: You Asked for It

Taking the pulse of who your members are and what they think about your membership program and its benefits and offerings is a wise membership management task. Learn how to best survey, how often, and then how to make decisions based on those answers.

Dana Hines, Membership Consultants

Issues, University Museums

*Ann Fruland,
Loyola University Museum of Art*

**Issues, Museums that
Don't Charge Admission**

*Mary Lynn Sloan,
Amon Carter Museum of American Art*

**Issues, Medium Museums
with between 5,000 and 30,000 members**

*Suzi Woo,
Modern Art Museum of Fort Worth*

**Issues, Large Museums
with more than 30,000 members**

*Daniel Vincent,
The Metropolitan Museum of Art*

Issues, Contemporary Art Museums

Jess Gillham, Tate

**Issues, Small Museums
with less than 5,000 members**

Ruth White, Springville Museum of Art

2011 Presenters

Keynote Speaker

Ford W. Bell, DVM

President, American Association of Museums

Ford W. Bell began his tenure as president of the American Association of Museums in June 2007. He brings to AAM a lifelong passion for museums, and a clear understanding of the important role which museums play as places of lifelong learning and inspiration.

Bell has a longstanding relationship with the museum community. He helped raise \$103 million as co-chair of the Minneapolis Institute of Arts' "Bring Art to Life" capital campaign, completed in 2006 and he served as chair of the organization's board from 2003 to 2005. His grandfather, James Ford Bell, was a leading supporter of the Institute, and also of the Museum of Natural History at the University of Minnesota, renamed in his honor in 1966. Ford Bell served on the Advisory Board of the Bell Museum from 1983 to 2007. A board-certified veterinary oncologist, Bell credits his many childhood visits to the Bell Museum with fostering a lifelong love of nature and science.

Ford Bell has more than 30 years of experience as a nonprofit executive, board chair, donor, trustee and educator. From 1982 to 1995, Bell served on the staff of the University of Minnesota's College of Veterinary Medicine, where he taught and did clinical research in comparative oncology. From 1995 to 2005, he was president and CEO of the Minneapolis Heart Institute Foundation, a prominent clinical cardiovascular research organization and a nationally recognized provider of community heart health education. Bell was a US Senate candidate in Minnesota from 2005-2006.

He has advocated for science learning, conservation and community health initiatives through his affiliation with a wide range of organizations, including Project EarthSense and the JASON Advisory Committee, a public-private elementary and secondary school science education initiative. He served as trustee and elder at Westminster Presbyterian Church in Minneapolis, and co-chaired that institution's \$16 million capital campaign. From 1993 to 2007, he served as chair of the James Ford Bell Foundation. An educator for much of his career, Bell also served as a trustee of Connecticut College in New London, CT from 1998 to 2007.

A native Minnesotan, Bell is married and has four children. He lives in Potomac, MD.

Noreen K. Ahmad

Manager, Strategy & Branding, LaPlaca Cohen

Noreen Ahmad is the Manager of the Strategy and Branding team at LaPlaca Cohen, a New York-based strategic marketing, advertising, and design firm that helps cultural organizations better connect and communicate with their audiences. With a background in both the visual and performing arts, she brings a well-developed understanding of cultural organizations and their varied audiences to her work. Noreen oversees a variety of branding and strategy projects for cultural clients, conceptualizing, developing, and presenting positioning, branding, and communications assessments and recommendations as well as marketing and strategic plans. Prior to joining LaPlaca Cohen, Noreen worked in the development departments of the Whitney Museum of American Art and The School of American Ballet at Lincoln Center. She received her MA from New York University and holds a BS from Northwestern University. Noreen belongs to a number of patrons groups throughout New York City and chairs the Young Collectors Council at the Solomon R. Guggenheim Museum. Outside of the professional realm, she is an avid traveler and recently returned from a successful climb to the top of Mount Kilimanjaro.

Mary Beth Armbruster

*Director of Membership,
Denver Museum of Nature and Science*

Mary Beth Armbruster brings 19 years experience from the museum membership world. As the Director of Membership for the Aquarium of the Pacific, Ms. Armbruster developed and launched the Aquarium's Charter Membership program, which grew to 25,000 households prior to the Aquarium's June 1998 grand opening. After seeing the program through its opening, subsequent maturation, and steady growth over 10 years, Ms. Armbruster returned to her hometown and "alma mater" museum, the Denver Museum of Nature and Science. Under her direction, the museum's membership base has grown more than 35% in three years to 60,000 households, breaking all previous records for the museum. The DMNS membership program is now one of the strongest in the science and natural history museum arenas, utilizing the best of marketing and fundraising methodologies for its direct mail, onsite, stewardship, and retention programs.

Hilary Branch

*Assistant Director of Membership,
The Art Institute of Chicago*

Hilary Branch has worked in Membership at the Art Institute of Chicago since 2006. She currently manages multi-channel renewal and fulfillment programs for museum members who give between \$40 and \$1,400. During her time at the museum, she participated in planning and managing the opening of the Modern Wing, the conversion of the membership program to new levels and benefits, and the introduction of entirely new solicitation and cultivation channels. Her previous roles at the Art Institute include event planning and communications management; prior to joining the Art Institute, Hilary worked in Major Gifts at Chicago Public Radio.

Laura Brouse-Long

*Director, Friends of the Smithsonian
and the James Smithson Society*

Laura Brouse-Long directs this national annual giving program within the Smithsonian's Office of Advancement and has been with the Smithsonian since September 2000. The Program hosts 85,000 member and donor households, and will generate revenues of \$13 million this year through a combination of: cultivation and stewardship activities of three four-figure giving circles, and directing a national fundraising outreach through direct mail, on-line giving, and telemarketing. Prior to the Smithsonian, Laura served as Director of Member Services for the National Museum of Women in the Arts, following a position with the agency Lautman & Company, managing museum clients such as the United States Holocaust Memorial and Museum; the National Museum of the American Indian; the Japanese American National Museum; and the National Museum of Women in the Arts. Laura began her career in fundraising and direct marketing with National Public Radio and the Public Broadcasting Service. She serves on the executive board of Development and Membership for the American Association of Museums, and serves also as a consulting resource on membership to museums throughout the Smithsonian community, as well as in the Washington metropolitan area and nationally. Educated at the Interlochen Arts Academy, Salem College, the University of South Carolina, and Johns Hopkins University; Laura also has certifications in many areas of direct mail and marketing, federal contract management, and gemology, and is a trained classical singer and church musician.

Katie Cannon

*Communications Manager for Membership and
Visitor Services, Philadelphia Museum of Art*

Katie Cannon has over seven years of experience in fundraising and marketing for cultural nonprofit organizations. She has managed member and visitor communications at the Philadelphia Museum of Art since 2008. In this role she oversees all print and electronic communications to 60,000 member households, including monthly newsletters, promotional coupons and postcards, program invitations, frontline brochures and signage, and membership fulfillment. She also manages a targeted 7-letter monthly renewal series, an annual 1.5 million-piece direct mail member acquisition campaign, and oversees the Museum's Annual Fund solicitations. She is additionally responsible for membership and exhibition ticket promotions, including gift membership seasonal advertising, friends and family offers, referral initiatives, and ticket buyer conversion efforts. Prior to coming to the Philadelphia Museum of Art, Katie was the Development Director at Main Line Art Center and worked on the Capital Campaign team at the Chemical Heritage Foundation. She holds a B.S. in Marketing from Saint Joseph's University and a M.S. in Arts Administration from Drexel University.

Jamie Clements,

*Founder, President and Creative Director,
NPO Direct Marketing*

Jamie Clements is Founder, President and Creative Director of NPO Direct Marketing, an award-winning agency that specializes in direct mail, telemarketing, and membership services for non-profits. NPO celebrates its 25th year of service to the nonprofit community in 2012. Mr. Clements has more than thirty years of experience in marketing and fundraising and has worked with more than 200 non-profits nationwide, including 100 museums. He has directed thousands of direct mail and telemarketing campaigns since NPO's founding in 1987, and is a frequent speaker on direct marketing and membership at professional conferences. Before NPO, Mr. Clements served as Membership Manager for the San Francisco Symphony and Vice President for a marketing firm in Texas.

Mae Daniller

President, Daniller + Company, Austin, Texas

Mae Daniller is the President and Founder of Daniller + Company, an award-winning firm with demonstrated success in acquisition, conversion, renewal, retention, cultivation and upgrading of members and donors using an integrated marketing approach. Considered by her peers to be one of the top membership consultants in the nation, Mae's work has been recognized by several professional associations. In the past five years Daniller + Company has received an International Direct Marketing Association ECHO Leader award, eight MAXI's from the Direct Marketing Association of Washington, D.C., six Clarion awards from the Association for Women in Communications, and a Gold Award from Fund Raising Success Magazine. Mae's 29 years of professional, nonprofit experience includes time at Stanford University, building the National Wildflower Research Center as Director of External Affairs, and serving as Vice President for Karl Rove and Company before founding Daniller + Company in 1999. More than 90 nonprofit organizations have grown their membership and annual giving programs with Daniller + Company in the past 11 years.

Caitlin DeMarco

Communications Coordinator, Membership & Visitor Services Department, Philadelphia Museum of Art

Caitlin DeMarco has worked at the Philadelphia Museum of Art since 2007. In her current role as Communications Coordinator, her projects include renewal, group sales, and other communications materials, as well as the Members Calendar, which connects the Museum to its 60,000 members each month. Caitlin recently earned her Master of Science in Arts Administration at Drexel University. Through the research for her thesis, titled "A Critical Review of Reciprocal Membership Programs Serving American Art Museums," she connected to and learned from museum professionals across the country. She looks forward to continuing the exploration of this topic with her peers.

Kristen Denner

Director of Membership and Annual Fund, The Whitney Museum of American Art

Kristen Denner started her career at Sotheby's auction house in New York, where her work included leadership roles in strategic initiatives and special projects regarding publications,

financial services, budgeting, real estate, and worldwide marketing ventures. In 2007 she helped create a loyalty program that enabled clients to make philanthropic contributions to museums and cultural institutions throughout the United States — all fully funded by Sotheby's based on the clients' purchasing activity on a co-branded credit card.

In October 2008, she joined the Whitney Museum of American Art as the Director of Membership and Annual Fund. In the context of a challenging economy, her team has restarted the growth in membership through online initiatives and innovative strategic marketing projects that responded to members' interests. She oversaw research efforts, collaborated with departments throughout the museum, and developed a strategic vision along with detailed action plans to launch the Whitney's innovative and award-winning "Curate Your Own Membership" program. Ms. Denner is also responsible for the launch of the online microdonation fundraiser CLICKISTAN, an art project created by digital media artists Ubermorgen.com.

Ms. Denner's recent honors include a Marshall Memorial Fellowship from the German Marshall Fund in 2010. Ms. Denner holds B.A. and M.A. degrees in History of Art from The George Washington University.

Diana Duke Duncan

Senior Vice President for External Affairs, The Barnes Foundation

Over twenty-five years, Diana Duncan has gained broad industry experience including decentralized institutional advancement in a complex national museum (Smithsonian Institution), endowment-building and dramatic program expansion in an emerging national museum (Dallas Museum of Art), and establishing a professional advancement and external relations program for an organization undergoing transformational and controversial change (The Barnes Foundation). These successes are marked by fund-raising activities involving high-net worth individuals, national corporate sponsors, government agencies, and foundations; effective leadership during periods of institutional ambiguity and limited resources; and team-building through energetic visioning, coaching, and change management skills.

At the Barnes Foundation since June 2008, she has built a fully professional development team and infrastructure, more than doubled

annual support from individuals in one year, pursued the final \$50 million of a \$200 million capital campaign, managed public relations and marketing during the controversial expansion of the Foundation to Philadelphia, and is planning the Grand Opening Ceremonies for the new facility on the Benjamin Franklin Parkway in 2012.

With Bachelor of Music and Master of Music degrees from the University of Texas, her first career in the performing arts as an opera singer built skills such as passionate and effective public speaking and the ability to engage individuals from all walks of life in personal experiences with the power of art and education to change lives. These life skills have well served the advancement needs of museums for more than two decades.

Martha Ernst, CFRE

Vice President, Daniller + Company, Austin, Texas

Martha Ernst is the Vice President of Daniller + Company, an award-winning membership and fundraising direct response agency. Martha's background in marketing, combined with her in-depth knowledge of list strategies, audience segmentation, and strong analytics, ensures that Daniller + Company's clients achieve maximum fundraising results. Martha has given talks and led discussions on list strategy and direct marketing techniques for local and national organizations, including St. Edwards University, the Association of Fundraising Professionals, the Association of Lutheran Development Executives, and the American Museum Membership Conference. Prior to joining Daniller + Company in 2000, Martha was a leader in international sales and management with Marinex International and with Procter and Gamble where she managed key accounts and built strong client relationships.

Catherine Fink

Senior Manager of Membership, High Museum of Art

Catherine Fink recently joined the High Museum in Atlanta after 4 1/2 years as the Senior Associate Director of Membership at the Art Institute of Chicago. She oversees all efforts to acquire and renew members through direct mail, on-site sales, telefundraising, online marketing and targeted promotions. She also manages the Annual Fund program.

Catherine's nonprofit experience began as the marketing intern at a small Indiana zoo, where she launched several marketing projects out of a make-shift office in an old elephant house! After

graduating from Northwestern University with a Bachelor of Science degree in Communication Studies, Catherine joined the marketing team at Discover Card. Over her five year tenure there, she helped grow the Discover Cashback Bonus program and launch new initiatives such as the Discover Miles Card. From Discover Card, Catherine was recruited to the world of commercial real estate where she helped develop and implement new direct marketing promotions for Equity Office. After the sale of Equity Office in 2007, Catherine made the leap back into the nonprofit arena to apply her direct marketing background to the art museum world.

Edward R. Gargiulo III

*Assistant Director of Membership,
Museum of Fine Arts, Boston*

Edward Gargiulo currently manages a program with over 80,000 member households, which will generate approximately \$8.5 million this year. He is responsible for all member retention and acquisition strategies as well as member communications, events, benefits fulfillment, and processing operations. In 2009, Edward was also asked to develop and oversee the implementation of a museum-wide strategy for e-communications, and continues to manage the Museum's e-mail program. Prior to coming to the MFA nine years ago, Edward worked on annual fund programs in the non-profit health and higher education fields, and received his Bachelor of Arts in Sociology from Tufts University.

Alex Harwell

*Membership Manager,
Frist Center for the Visual Arts*

Alex Harwell began his career in museums at the Frist Center for the Visual Arts as a marketing intern after receiving his B.A. from Sewanee: The University of the South in 2004. Having completed his internship, he then went on to receive his M.A. in Museum Studies from Seton Hall University in 2007 concentrating in Museum Management and graduating with distinction. Alex was then hired by Allied Arts of Greater Chattanooga as Campaign Director and helped bring in close to \$2.4 million. Moving back to his hometown of Nashville in 2009, he began working at The Hermitage, Home of President Andrew Jackson where he served as Director of Grants & Donor Relations. In this role, Alex was responsible for all grant support as well as membership. In a two year time period, he increased membership revenue by more than

80% and increased the number of members by 25%. He is happy to be back at the Frist Center for the Visual Arts as Membership Manager, a position he began in June 2011.

Holly Hall

Features Editor, Chronicle of Philanthropy

Chronicle of Philanthropy features editor Holly Hall has been with the newspaper since 1988, except for a three-year stint at the American Red Cross, where she helped launch an award-winning national magazine. At the Chronicle, she covers fundraising almost exclusively, with an eye toward spotting trends in the field and providing readers with useful information that helps them in their jobs. She has also written for other national publications, including the Washington Post, Psychology Today, and Belles Lettres. She has a bachelor's degree in English literature and a master's degree in philanthropy and development from Saint Mary's University of Minnesota.

Janet L. Hedrick

*Eastern Regional Development Manager,
Buffalo Bill Historical Center*

Janet L. Hedrick has over 34 years of experience as a development professional and consultant. She currently serves as the Eastern Regional Development Manager for the Buffalo Bill Historical Center in Cody, Wyoming. Prior to her current role, Ms. Hedrick was a managing associate in the Washington, DC office of Bentz Whaley Flessner, a national fundraising consulting firm. Her areas of expertise include planning, implementation, and evaluation of annual, major, capital, and planned giving programs; and assessment and enhancement of donor relations and stewardship programs.

Ms. Hedrick has also held senior development positions at UMass Memorial Foundation and the Sisters of Providence Health System in Massachusetts; the Millard Fillmore Health System in Buffalo, NY; St. Christopher's Hospital for Children in Philadelphia; and the Department of Pediatrics at Johns Hopkins Hospital in Baltimore. She has also worked with educational and social service organizations, The Corporation for Public Broadcasting, and museums.

Ms. Hedrick is the author of *Effective Donor Relations*, a volume in the Wiley/ AFP Fund Development Series, which has described as the "definitive" resource book on acknowledgment, recognition, and stewardship.

Ms. Hedrick holds a Master of Education degree from the University of Virginia and a Bachelor of Science in Mathematics from Mary Washington College. She is a member of Phi Beta Kappa and an active member of the Association of Fundraising Professionals (AFP).

Dana Hines

President and CEO, Membership Consultants

Dana Hines is the President and Founder of Membership Consultants—a membership marketing and direct mail firm serving the Museum and non profit market. Dana's career in membership began when she served as the Membership Coordinator of the Missouri Botanical Garden in St. Louis. After spending several years in the membership field and seeing the need to fill the niche of training membership professionals and sharing membership and donor information, Membership Consultants was formed in 1987. Dana and her staff provide a full range of membership related services to museums, gardens, zoos, and other non profits, including direct mail and telemarketing services, membership audits and strategic planning, on-site membership sales and total membership program management and consulting.

Dara Rosenberg Igersheim

Senior Program Manager, Avalon Consulting

Dara Rosenberg Igersheim manages complex fundraising programs and has a knack for developing creative, multi-channel strategies that get results. Dara works with Avalon clients the National Museum of the American Indian and the National Museum of Women in the Arts. Her previous experiences as Membership Coordinator at The Phillips Collection and Production/Member Relationship Associate for the Smithsonian Institution Contributing Membership program contributed to her comprehensive understanding of membership and marketing programs, particularly related to arts and cultural organizations. In particular, Dara has advised clients on on-site membership outreach, benefits development, and member retention/cultivation strategies.

Steve Jacobson

President and CEO, Jacobson Consulting Applications, Inc. (JCA)

Steve Jacobson is the President and CEO of Jacobson Consulting Applications, Inc. (JCA), a firm that he founded in 1988 to provide information management services to non-

profit organizations. Over the past 23 years, Mr. Jacobson has provided systems consulting and implementation services to a number of clients including Carnegie Hall, The Metropolitan Museum of Art, The American Museum of Natural History, The Cleveland Museum of Art, The Minneapolis Institute of Arts, Wildlife Conservation Society (Bronx Zoo), New York Botanical Garden, and the National Constitution Center.

Prior to his tenure at JCA, Mr. Jacobson worked in the field of economic consulting for Rinfret Associates, Inc. as a research analyst and, subsequently, as a senior consultant for Data Resources, Inc.

Steven Jacobson is a past Adjunct Instructor at New York University, where he taught courses in Technology for NYU's Center for Philanthropy and Fundraising. He is a member of the Association of Fundraising Professionals (AFP) and serves as the co-chair for the Technology Track for the New York AFP chapter's Fundraising Day, a full-day event that is attended by approximately 2,000 development professionals. Mr. Jacobson is also a member of the Museum Computer Network (MCN), the American Association of Museums (AAM) and the International Ticketing Association (INTIX).

Mr. Jacobson holds Bachelor of Arts degrees in Economics and Psychology from Stanford University.

Linda Jerolmon

Membership Manager, Yale University Art Gallery and the Yale Center for British Art

Linda Jerolmon is the Membership Manager for the Members of the Yale Art Museums, the joint membership program representing the Yale University Art Gallery and the Yale Center for British Art, on the campus of Yale University in New Haven, Connecticut. She has held this position since 2000, and is responsible for the program consisting of approximately 1,000 households. The membership program has a general membership constituency with multiple giving levels and benefits, as well as special interest memberships groups including Friends of British Art, Friends of American Arts and the Patrons of Yale University Art Gallery. Linda also coordinates and manages the College and University Art Museum Reciprocal Program, which consists of 38 art museums nationally. She serves on several committees within the Yale Consortium for the Tessitura Network, the database system that is shared among the Yale Art Museums and the Yale Schools of Music and Drama. Linda has been a museum

professional at the Yale University Art Gallery for 18 years, previous to her current position in the capacity of an assistant to the Director, and Education Department Tour Coordinator and Program Coordinator. She has previously attended the AMMC conferences in Washington, D.C. and San Francisco.

Cindy Kellett

*Director of Annual Giving,
The Cleveland Museum of Art*

Cindy Kellett has managed the Membership and Annual Fund since 2008, also coordinating its travel and event program for members. Earlier this year the department of Institutional Advancement underwent reorganization with basic membership levels transitioning to Visitor Services. She is now responsible for donor identification, recruitment and retention from \$250 through \$25,000, also overseeing the Annual Fund campaign to general members. The Cleveland Museum of Art has been in a construction and expansion phase for nearly 10 years, with completion slated for 2013. Cindy is involved in all fundraising efforts for the museum. She was previously in development at the Akron Art Museum for 16 years, including six years as Membership Manager. The Akron Art Museum also underwent an expansion and was closed to the public for three years. During that time Cindy was able to maintain the existing base of membership and nearly tripled the number of member households within six months of reopening to the public.

Kerri Kerr

Vice President. Avalon Consulting

Kerri Kerr joined the Avalon team in 2005 after working for a number of years as Manager of Annual Giving Programs at The John F. Kennedy Center for the Performing Arts. It was at the Kennedy Center that Kerri honed her fundraising management abilities and developed her expertise in benefits and mission-based offers, high-dollar and event fundraising, and donor relations consulting. At Avalon, Kerri has skillfully managed the fundraising programs for a diverse range of organizations, including Wolf Trap Foundation for the Performing Arts, Friends of the Smithsonian and the American Film Institute. She applies her analytical expertise and understanding of long-term member value, retention, and return on investment to the client programs she manages.

Lisa Krassner

*Director of Member and Visitor Services,
Museum of Fine Arts, Boston*

Lisa Krassner joined the MFA in 1999 and is currently responsible for delivery of service to over 80,000 member households and 1.2 million visitors a year. Through her years at the MFA, her job has expanded to include all of membership, admissions and ticketing, group sales, the information center, house management for public programs, e-communications, and accessibility programs and services. The MFA recently underwent a transformational expansion by opening a new wing for the Art of the Americas in November 2010 and a wing for Contemporary Art in September 2011. With 60 new galleries housing more than 5,000 works from the Museum's collection, the MFA's building project has brought many new and exciting opportunities to her career. Lisa holds an MBA from Simmons College and an AB from Bryn Mawr College.

Mariann Lovato

*Development Officer - Membership &
Communications, Museum of New Mexico
Foundation*

Mariann Lovato joined the membership team at the Museum of New Mexico Foundation nearly three years ago, to work for the largest arts membership program in the state of New Mexico, with 7,000 households. The foundation's membership revenues exceed \$1 million per year and sustain an organization that serves four museums and six monuments. Mariann oversees the foundation's general and business membership programs and manages the budgets, acquisition and retention programs, and traditional and electronic communications. Prior to working at the Museum of New Mexico Foundation, Mariann worked in sales and marketing at the Albuquerque Publishing Company, the state's largest family of daily print and online newspapers.

Walter Lukens

Founder and President, The Lukens Company

Walter Lukens founded The Lukens Company in 1986. The company has grown and expanded significantly in the years since, due in large part to his passion for the visual and performing arts and cause-related organizations. Originally from the Philadelphia area, Walter grew up attending performances at the Philadelphia Orchestra and Metropolitan Opera with his mother. He

continues to be an avid supporter of the arts, and is deeply involved in his community. Walter serves on the Board of Directors of Living Classrooms of the National Capital Area and The Campagna Center, organizations that focus their efforts on improving the lives of children.

In addition to leading The Lukens Company, Walter is the founder of several other businesses including Pinnacle List Company, emotive - a metrics driven on-line marketing company, and Predictive Data and Analytics. He has been featured in numerous direct response publications, including DM News and Direct Marketing Magazine, as well as The New York Times, The New York Times Sunday Magazine and The Washington Post. He is a frequent speaker at direct marketing associations across the country, and at conferences of both the Direct Marketing Association (DMA) and DMA of Washington, D.C. He has taught direct response marketing courses at George Washington University and New York University.

Miriam Martinez

*Member Services Specialist,
Corning Museum of Glass*

Miriam Martinez began her career in membership at The Corning Museum of Glass, a museum devoted to the art, history and science of glass eight years ago as Membership and Development Coordinator. Currently she is the Membership Services Specialist, overseeing a membership program of about 3,200 households. Over the past years, membership has grown 56% and retention is strong at 77%. This past year, she and her team worked with a consultant to revamp CMOG's membership program by reducing membership categories, aligning benefits and increasing rates.

In addition to her commitment to improving membership and raising funds for the museum, she has worked with the development director at the Corning Museum of Glass in the creation of the Ennion Society, a philanthropic group which supports the museum and its acquisitions. Martinez is involved in the museum's newsletter, The Gather, and works closely with the development department on exhibits and events. Offering reciprocal programs to members has proven to be a successful strategy for growing and maintaining membership at the museum. The museum is currently a partner in the NARM program, and was a member in the NY Empire State Reciprocal Program. A graduate of SUNY Albany, she has a B.S. in Social Work. Currently she is on the board of the Association of

Fundraising Professional Finger Lakes Chapter. She also is on the Membership Committee for the Finger Lakes Chapter of Associations for Fundraising Professionals; and is a member of the Membership Committee for the Fund for Women.

Debbie Merlino

Vice President of Fundraising, DMW Direct

Debbie Merlino has 23 years experience in direct response and database marketing—more than half of that time has been in fundraising, working to grow membership and donor programs for a wide range of non-profits including public television and radio stations as well as healthcare, advocacy and environmental organizations. She offers a unique perspective after working with small- to mid-size retailers for nearly a decade developing direct mail and e-mail advertising programs and increasing store traffic through the conception, development and launch of a CRM program. Her strengths include strategic planning as well as end-to-end program execution of direct mail, database marketing, and integrated communication initiatives. A graduate of Suffolk University (Boston, MA) with a degree in Journalism/Public Relations, Debbie is currently Vice President of Fundraising at DMW Direct in Plymouth MA.

Mark R. Mills

Director of Individual Giving and Visitor Services, The Barnes Foundation

Mark Mills currently serves as Director of Individual Giving and Visitor Services for the Barnes Foundation. In this capacity, he is tasked with building a robust membership and major gifts program from the ground up, as well as establishing a customer-centric visitor services department in preparation for the grand opening of the Barnes's new building in the heart of Philadelphia's cultural district in 2012.

Prior to joining the Barnes in July 2009, Mark served as the Director of Membership at the Philadelphia Museum of Art, Manager of Membership at Atlanta's High Museum of Art, Director of Membership at the Phillips Collection, Manager of Membership Programs at George Washington's Historic Mount Vernon Estate, and Program Coordinator for the Smithsonian Institution's James Smith Society. In 2006, Mark completed his Masters of Arts Management from American University, Washington, DC. He served as co-chair of the 2004 Art Museum Membership Conference hosted in Washington DC, and served as the 2008, 2009 and 2010 Program Co-Chair. As the 2011 Host Committee Chair, he is delighted to welcome you to Philadelphia!

Paul S. Papich

Senior Consultant and Managing Director, Water Stone Consulting and Senior Vice President, Concept Development, SD&A Teleservices, Inc.

Paul Papich has held senior fundraising positions for such organizations as the William Beaumont Research Institute, Detroit Symphony Orchestra, and The Baltimore Museum of Art. He is the former President of SD&A Teleservices, Inc., and currently the Managing Director of Water Stone Consulting, a full spectrum consulting firm serving the non-profit niche.

Kate Park

Director of Membership, Fort Worth Museum of Science and History

Kate Park currently serves as the Director of Membership and Development Operations at the Fort Worth Museum of Science and History. She joined the Museum in April of 2009 to build a new membership program to accompany the re-opening of the museum. During their first year in the new building, she and her team took its membership base from 1,100 to 19,500 households, generating \$2 million in revenue. Her belief in connecting membership with public programs has led her to create and oversee new adult programs offered at the museum.

After earning an MA at Goldsmiths, University of London in 2004, Kate began her membership career at the Dallas Museum of Art, overseeing the Museum's first on-site sales team. During her tenure, membership sales increased 200 percent. She served as Membership Manager at Dallas' Museum of Nature & Science from 2007 to 2009 and developed and implemented the consolidated new Museum's first membership program after the nationally recognized merger of three museums.

Barb Perell

Vice President of Online Fundraising, Avalon Consulting

Since joining Avalon in 2006, Barb Perell has helped manage integrated online fundraising programs for a range of clients, including the National Museum of the American Indian, The American Horticultural Society, National Museum of Women in the Arts, and Wolf Trap Foundation for the Performing Arts. Barb utilizes her 11 years of fundraising experience and firsthand understanding of nonprofits to implement strategically integrated and tightly managed e-fundraising, e-engagement and online advocacy campaigns.

Jeff Petrie

Director of Membership, The Phillips Collection

Jeff Petrie started out his art museum career at the Frye Art Museum in Seattle, but it was his eight years at the Fine Arts Museums of San Francisco working with Gina Tan that set him up for years of success in art museum membership management. Now in his twelfth year in membership, he is starting his fourth year as the Director of Membership at The Phillips Collection in Washington, DC. Jeff serves on the Advisory Committee for the American Museum Membership Conference, and as the Co-Chair of the Eastern Museum Membership Directors Group.

Grace Piku

Director of Direct Marketing, SpotCo

Grace Piku is a 30 year+ marketing and membership professional with experience and expertise in data analytics, product development, merchandising, branding, audience engagement, advertising, interactive, design, print, direct mail, telemarketing and interactive voice broadcast.

After introducing computer-driven database marketing to MCI Telecommunications in the 1980's, Grace joined the Detroit Institute of Arts as their Membership Manager in 1986. It was there where she achieved record breaking growth taking membership from 23,000 to 45,000 in just over 3.5 years.

As Senior Vice President of Brokerage and Data Processing, she was one of the original founders of MSGI in 1990 and stayed there for 17 years. Her contribution to sales earned MSGI ranking in Inc. Magazine's fastest growing privately held companies in 1994 and 1995. She was part of the management team taking MSGI public and instrumental during mergers and acquisitions. Grace worked with clients in the Cultural Arts/Entertainment, Environmental/Health/Welfare, Financial Services and Automotive sectors.

Earlier this year Grace brought her expertise in direct marketing to SpotCo, an agency that annually mails 10.3 million pieces, deploys hundreds of thousands of emails and executes tens of thousands of interactive voice broadcast campaigns for their clients. She is an innovator who has been tapping technology throughout her career.

Susan Webb Rawls

Director of Membership, The Museum of Science and Industry, Chicago (MSI)

Susan Webb Rawls directs all aspects of the Museum of Science and Industry's membership fundraising program, member events, and customer service. Since joining MSI in March of 2006, she has more than doubled the membership base, steadily increased annual revenue, reinvigorated membership direct mail and online sales strategies and elevated member customer service levels with only minimal increases in department funding. Over the years she has planned and implemented successful membership marketing, acquisition and retention strategies associated with dozens of prominent touring exhibitions including *Harry Potter*, *DaVinci*, *Body Worlds*, *Tutankamen* and *the Golden Age of the Pharaohs*, and *The Dead Sea Scrolls*. Prior to joining MSI, Susan held positions as Director of Membership with The Field Museum; Director of Development with The DuSable Museum of African American History in Chicago; as well as positions with the Smithsonian Institution and J. Walter Thompson Advertising, Washington, D.C.

Carol Rhine

Principal Fundraising Analyst, Target Analytics, a Blackbaud Company

Carol Rhine serves as the key facilitator for the Target Analytics benchmarking collaborative meetings and industry indices both here in the US and for NGO's across the world. As a part of that role Carol provides analysis for Target's quarterly US National Index of Fundraising Performance. For nearly 25 years, Carol has worked with Target's donorCentrics reports to provide specialized client reporting and analysis. A frequent presenter at industry conferences both in the US and abroad, she specializes in broad-based donor support for nonprofits. Prior to joining Target Carol was the Development Director at KQED public television and radio in San Francisco, Membership Director at KVIE public television in Sacramento, California, a fundraising consultant at Dodd Smith Dann, and the Development Specialist for the National Federation of Community Broadcasters.

Dirk Rinker

President, Campbell Rinker

Dirk Rinker is President of Campbell Rinker, a firm that concentrates on marketing research for the non profit world. Dirk has been active in

the areas of donor research and direct marketing analysis since 1983. He has been with Campbell Rinker for nine years, helping clients understand and act on the attitudes, behavior and preferences of their most vital constituencies. His efforts have aided the fundraising, branding and donor communications strategies of hundreds of organizations, including the Barnes Foundation; Brooklyn Museum; Corcoran Gallery of Art; Detroit Institute of Arts; Fort Worth Museum of Science and History; Japanese American National Museum; Lady Bird Johnson Wildflower Center; Museum of Fine Arts Boston; Museum of Modern Art; Museum of New Mexico Foundation; Seattle Art Museum; Winterthur Museum, Garden and Library; and many others.

Graham M. Russell

Associate Director of Development, Norton Museum of Art

Graham Russell began her career at the Norton Museum of Art over 23 years ago as the Board/Staff Liaison. After serving as Assistant to the Director and Director of Special Events, she assumed her current responsibilities in 1996 overseeing a membership program of 6,000 households and is responsible for \$2.3 million in annual revenue (Membership and Special Events combined). As the Associate Director of Development, she is responsible for a program which includes all Membership direct mail acquisition, renewal and retention, telemarketing, trustee giving, management of upper level donor groups, special events, the Museum's Young Professional's group, on-site sales, and membership long-range strategic planning. Graham hosted the 2005 AMMC, remains actively involved in its programming and currently serves as Chairman of the 2011 AMMC Advisory Committee.

Alexis Forman Sabloff

Vice President, Nonprofit and Arts Division, The Lukens Company

After spending six years in New York City, Alexis Forman Sabloff joined The Lukens Company in 2003. Her passion for the arts began back at Smith College, where she received a degree in art history. Her career path has included stints at museums and arts organizations in Washington, DC and New York City, such as the Corcoran Art Gallery, The National Portrait Gallery, Sotheby's and the Guggenheim Museum.

Alexis also holds a master's degree in arts administration from Columbia University with a concentration in marketing. Her desire

to implement marketing strategies for arts organizations is fueled by her studies, as well as her prior position as a Senior Account Executive at LaPlaca Cohen, a New York City advertising and marketing agency. While there, she managed strategic marketing plans for clients including the Art Institute of Chicago, the Cleveland Museum of Art and the Walters Art Museum.

Alexis plays a vital role in developing new business for The Lukens Company, and providing input on current client strategies. She also is instrumental in the creation and implementation of The Lukens Company's analytic products and integrated campaign development.

David Saunders

Director of Membership, National Museum of the American Indian

David Saunders oversees a comprehensive direct marketing program that incorporates direct mail, online fundraising, telemarketing, and e-commerce. As director of membership, he is responsible for \$2.5 million in annual revenue and the stewardship of 45,000 members nationwide. David has a BA in History from the University of North Carolina at Chapel Hill.

Marsha S. Shaines

Deputy General Counsel, Smithsonian Institution

Marsha Shaines works on a variety of legal matters for the Smithsonian's museums and research centers, including matters relating to nonprofit tax, contracts, museum business activities, fundraising and corporate sponsorship, and intellectual property. She lectures extensively to both legal and non-legal audiences on a variety of subjects of interest to museums, and has been a member of the faculty of the annual Legal Issues in Museum Administration conference since 1986. Ms. Shaines received her A.B. degree from Smith College, and her J.D. from Boston University.

Suzette Sherman

Director of External Affairs and Member Relations, National Museum of Women in the Arts (starting November 2011)

Suzette Sherman will be joining the National Museum of Women in the Arts in November to oversee the Museum's international membership program, marketing, and communications. Previously, as Director of Marketing & Communications for the Penn Museum and Director of Arts & Culture Marketing for the University of Pennsylvania, Suzette led

marketing efforts for the Museum's first-ever ticketed exhibition, delivering attendance that exceeded projections by more than 50% while attracting a significant new audience (43% first-time visitors). She also established marketing and performance metrics, conducting surveys and sales analysis to inform exhibition planning and marketing strategies, and determine market potential. Prior to this, Suzette worked for ten years as Director of Membership & Visitor Services for the Philadelphia Museum of Art. She created and led a department responsible for membership, visitor services, group sales, and audience and market research. Under her leadership, membership increased by more than 60% to almost 66,000 member households, contributing about \$7 million in revenue, a 42% increase in net revenue in just four years.

Suzette's career blends 20 years of international marketing and management experience in both nonprofit and corporate environments, including the Guggenheim Museum (NYC), United Airlines, and various marketing agencies. Supporting the work of the American Association of Museums, Suzette currently serves as Chair of the Development and Membership (DAM) Professional Network Executive Board and serves on the 2012 National Program Committee. In 2006 and 2007, she taught "Lessons from a Loyalty-Based Membership Program" at University of Pennsylvania's fundraising program. She has an M.B.A. from University of Minnesota's Carlson School of Management and B.S. in Business Administration from Marquette University, and is a Leadership Philadelphia 2010 Fellow.

Angela Struebing

*Vice President of Client Services,
The Lukens Company*

Angela Struebing joined The Lukens Company in 2001 with a background in politics and master's degree in political management from George Washington University. She currently manages TLC's client service operation. If you're already a client, you know that means Angela is available literally 24/7. She directs and supervises four non-profit teams, two political teams, the digital services group and the traffic and production group. She is responsible for the implementation of strategy for all accounts and for the coordination and integration of all marketing channels.

Angela oversees and directs multichannel campaigns for all non-profit accounts including the Art Institute of Chicago, the Martin Luther King, Jr. National Memorial Project Foundation, the National September 11 Memorial and

Museum, and the Central Park Conservancy. She attended Case Western Reserve University where she received a degree in Environmental Geology and Economics. Angela is also the co-founder of a non-profit, Next Step, whose mission is to help young women advance their careers in politics.

Lynn Swain

*Director of Membership, Cornell Lab of
Ornithology, Cornell University, Ithaca, NY*

Lynn Swain started as the Director of Membership for the Cornell Lab of Ornithology in September 2011. Before "going to the birds", she was the Membership Manager for the Isabella Stewart Gardner Museum in Boston for almost four years. Prior to that she was the Registrar for the Winterthur Museum near Wilmington, DE. Lynn has worked in the museum field for over 30 years. She holds an undergraduate degree in art history from Tufts University and an MBA from the University of Delaware.

Tiffany Tessada

*Associate Director of Development,
Membership & Donor Services, Seattle Art
Museum*

Tiffany Tessada oversees a program consisting of over 31,000 member households generating 11% of the museum's operating budget. Tiffany began her museum career with SAM over 11 years ago, first as a volunteer in the Director's office, and then went on to hold several positions on the development staff, including corporate relations where she managed corporate membership and in-kind sponsorship. Eight years ago, she was promoted to Membership Manager, and in 2008 joined the leadership team as Associate Director of Development, Membership and Donor Services. During her time at SAM she has developed expertise in membership acquisition and retention strategies, on-site sales and customer service, and long-range planning.

Alison Thornton

*Associate Director of Membership and Individual
Giving, Morris Arboretum of the University of
Pennsylvania*

Alison Thornton began her career at the Morris Arboretum of the University of Pennsylvania in the development office after receiving a BS in horticulture from Temple University. Alison began managing the Morris Arboretum's membership program in 2009 just prior to the

opening of *Out on a Limb: A Tree Adventure Exhibit*. Alison and her team held onto their hats as the number of member households grew by 31 percent. In “year-two” after the exhibit’s grand opening, the Morris Arboretum membership team managed to exceed the previous year’s revenue and exceeded projections for member retention and new member acquisition. The success of the membership program has been driven by tracking and analyzing data, and finding trends in our unique program to inform strategies for retention and revenue stabilization.

Diane Ward

Founder, Membership Matters!

Diane Ward, founded Membership Matters! in 2000 after recognizing changes in database technologies and opportunities for nonprofits to reposition and build their membership programs as a viable source of revenue. With over 20 years of experience, she is passionate about membership, its growing scope within an organization’s structure and teaching this understanding to staff. Diane offers a range of services including assisting new staff to “get organized” ...from learning database procedures to establishing effective systems that report new sales efforts and renewal rates with accuracy and ease. Her hands-on approach and interactive learning systems focus on “building internal expertise” in more challenging areas such as preparing budgets, undertaking a cost analysis, training new sales and service staff and demonstrating the impact of membership from organizational-wide data. Beyond the numbers, Diane assists staff in “thinking strategically” whether it be forecasting long-term growth and strategic business planning or the opportunity to rethink and explore new membership models which has been successfully achieved for museums and cultural organizations nation-wide.

Cobi Weissbach

Associate Director of Development, National Museum of American Jewish History

Cobi Weissbach, serving as Associate Director of Development for the National Museum of American Jewish History, came to the Museum in May, 2008. In addition to his major gift and frontline fundraising responsibilities, he is also responsible for developing and overseeing special projects for the Institutional Advancement program, including membership, marketing initiatives, the website, and the Museum’s donor database. Mr. Weissbach helped to design and create the Museum’s

Founding Membership Campaign, which grew the Museum’s membership base from 250 to over 19,000 in less than two years. Prior to joining the museum, Mr. Weissbach served as the National Director of Recruitment and Alumni Relations for the Alexander Muss High School in Israel as well as the Director of Admissions for Gann Academy—The New Jewish High School of Greater Boston. Mr. Weissbach received his B.A. in History and Religious Studies from the University of Pittsburgh in 2000, and his M.A. in Jewish Communal Service from Brandeis University in 2004.

Ben Whine

Associate Director of Individual Development, Solomon R. Guggenheim Museum, New York

Ben Whine oversees the Guggenheim Museum’s membership and acquisition committee programs, and identifies, secures, and stewards support for exhibitions and other projects. From 2001 to 2006 he was Associate Director of Development for Membership at the New Museum of Contemporary Art, developing membership programs parallel to the museum’s capital campaign and managing its highly successful travel program. He moved to New York in 2001 from London, where he worked as Patrons Manager at Tate, redesigning the museums’ higher level membership programs as part of the opening of Tate Modern and the relaunch of Tate Britain. Ben is Vice Chair of the Board of Directors of Big Apple Performing Arts, the non-profit performing arts management company that is home to the New York City Gay Men’s Chorus and Youth Pride Chorus.

Ruth White

Assistant Director of Operations, Springville Museum of Art

Ruth White has over ten years of fundraising experience and a zeal for finding and cultivating museum members. In her current position at the Springville Museum of Art she oversees individual giving while also managing public programs and aspiring to be a marketing guru. By implementing a few simple changes, SMA’s membership program has doubled in size (to nearly 300 members) since her arrival two years ago. Many of the changes were based on strategies and techniques used on a much larger scale during Ruth’s eight years at the National Museum of Women in the Arts managing a program of 28,000 members through an integrated fundraising approach of direct mail, telemarketing, e-fundraising, and

on-site sales. Ruth is also heavily involved with the Utah Museums Association (UMA). As UMA's Executive Assistant Ruth provides support for over 250 museums located in the state of Utah.

Suzi Woo

*Director of Membership and Special Events,
Modern Art Museum of Fort Worth*

Suzi Woo has managed the Membership and Special Events department at the Modern for the past twenty-nine years under the guidance of three different directors. She was instrumental in more than tripling the membership at the grand opening of the Modern's new building in December 2002. Suzi's job has evolved over the years to encompass management of several areas of the Museum in addition to all aspects of membership: she oversees Museum events; she manages the Director's Council, an acquisitions membership group; and her department provides the auditorium programming, including performing arts and film series. She is responsible for an active facility rental program, which is directly tied into upper-level membership, and works as a team with the Catering Director for outside rentals. Suzi's responsibilities also include facilitating the Annual Fund campaign. She continues to

participate in the ongoing overall development and future fundraising efforts for the Modern. Suzi, co-hosted the 2006 membership conference, in conjunction with other local museums, and she remains actively involved in its programming.

Beth Yeagle

*Director of Membership,
Philadelphia Museum of Art*

Beth Yeagle is Director of Membership at the Philadelphia Museum of Art, responsible for the Museum's membership program serving more than 60,000 member households with annual revenue of approximately \$7 million. Beth's background is in marketing and public relations, where she has extensive experience in sales and marketing in the performing arts milieu, including positions at Arden Theatre Company in Philadelphia, The Minnesota Orchestra in Minneapolis, and the Kennedy Center for the Performing Arts in Washington, DC. She has also worked in sales and marketing for professional sports team and as a concert and family show promoter, including promoting Sesame Street Live! Beth graduated from Penn State University.

Conference Sites

Denver Art Museum	Denver, CO	1980
Denver Art Museum	Denver, CO	1981
Art Institute of Chicago	Chicago, IL	1982
Seattle Art Museum	Seattle, WA	1983
Philadelphia Museum of Art	Philadelphia, PA	1984
Dallas Museum of Art	Dallas, TX	1985
Indianapolis Museum of Art	Indianapolis, IN	1986
High Museum of Art	Atlanta, GA	1987
Nelson-Atkins Museum of Art	Kansas City, MO	1988
Virginia Museum of Fine Arts	Richmond, VA	1989
Los Angeles County Museum of Art The Museum of Contemporary Art, Los Angeles	Los Angeles, CA	1990
North Carolina Museum of Art	Raleigh, NC	1991
Cleveland Museum of Art	Cleveland, OH	1992
Detroit Institute of Arts	Detroit, MI	1993
Montreal Museum of Art	Montreal, Canada	1994
Buffalo Bill Historical Center, Cody, Wyoming	Cody, Wyoming	1995
Birmingham Museum of Art	Birmingham, AL	1997
Fine Arts Museums of San Francisco	San Francisco, CA	1998
Royal Ontario Museum of Art	Toronto, Canada	1999
Indianapolis Museum of Art	Indianapolis, IN	2000
Minneapolis Institute of Arts The Walker Art Center	Minneapolis, MN	2001
Denver Art Museum	Denver, CO	2002
High Museum of Art	Atlanta, GA	2003
The Phillips Collection Smithsonian Institution National Museum of Women in the Arts Corcoran Gallery of Art	Washington, DC	2004
Norton Museum of Art	West Palm Beach, FL	2005

Amon Carter Museum Dallas Museum of Art Kimbell Art Museum Modern Art Museum of Forth Worth	Dallas and Forth Worth, TX	2006
Asian Art Museum Fine Arts Museums of San Francisco San Francisco Museum of Modern Art	San Francisco, CA	2007
Museum of New Mexico Foundation	Santa Fe, NM	2008
New Orleans Musuem of Art Historic New Orleans Collection New Orleans African American Musuem Ogden Museum of Art National WW2 Museum Louisiana State Museum Contemporary Art Center Hermann-Grima + Gallier Historic Houses Newcomb Art Gallery at Tulane University	New Orleans, LA	2010
The Barnes Foundation The Franklin Institute National Constitution Center Pennsylvania Academy of the Fine Arts Philadelphia Museum of Art University of Pennsylvania Museum of Archaeology and Anthropology Winterthur Museum, Garden and Library	Philadelphia, PA	2011

Membership Resources

Publications

Asking: A 59-Minute Guide to Everything Board Members, Volunteers, and Staff Must Know to Secure the Gift	Jerold Panas
Bowling Alone: The Collapse and Revival of American Community	Robert D. Putnam, Lewis M. Feldstein, and Don Cohen (Simon & Schuster)
Dear Friend: Mastering the Art of Direct Mail Fund Raising	Kay Partney Lautman and Henry Goldstein (Fund Raising Institute)
Developing Major Gifts: Turning Small Donors into Big Contributions	Laura Fredricks (Aspen Publishers)
Direct Marketing for Nonprofits	Kay Partney Lautman (Aspen Publishers)
Effective Donor Relations	Janet L. Hedrick (Non-Profit Essentials, Association of Fundraising Professionals)
Exceptional Customer Service: Going Beyond Your Good Service to Exceed the Customer's Expectation	Lisa Ford, David McNair, and Bill Perry (Adams Media Corp.)
The Five Strategies for Fundraising Success	Mal Warwick
Fundraising Fundamentals: A Guide to Annual Giving for Professionals and Volunteers	James M. Greenfield (John Wiley and Sons, Inc.)
Fundraising on the Internet: The ePhilanthropyFoundation.Org's Guide to Success Online	ed. Mal Warwick, Ted Hart, and Nick Allen
Give to Live: How Giving Can Change Your Life	Douglas M. Lawson (ALTI Publishing)
How to Write Successful Fundraising Letters	Mal Warwick
Innovations in Annual Giving: Ten Departures that Worked	Robert A. Burdenski (CASE Publication)
Inspired Philanthropy: Your Step-by-Step Guide to Creating a Giving Plan	Tracy Gary and Melissa Kohner
Keep Your Donors	Tom Ahern and Simone Joyaux
The Loyalty Effect: The Hidden Force Behind Growth, Profits, and Lasting Value	Frederick F. Reichheld (Harvard Business School Press)
Loyalty Rules! How Today's Leaders Build Lasting Relationships	Frederick F. Reichheld (Harvard Business School Press)
Making Museums Matter	Stephen E. Weil (Smithsonian Institution Press)
Marketing Planning: A Step-By-Step Guide	James W. Taylor (Prentice Hall)

Membership Development: An Action Plan For Results	Patricia Rich and Dana Hines (Jones and Bartlett)
The Mercifully Brief, Real-World Guide to Raising \$1,000 Gifts by Mail	Mal Warwick
Museum Strategy and Marketing (2nd edition)	Neil Kotle, Philip Kotler, Wendy Kotler (Jossey-Bass Publishers)
Revolution in the Mailbox	Mal Warwick
Ten Steps to Fundraising Success	Mal Warwick
Testing, Testing, 1,2,3: Raise More Money with Direct Mail Tests	Mal Warwick (Jossey-Bass Publishers)
Strategic Database Marketing: The Masterplan for Starting and Managing a Profitable Customer-Based Marketing Program	Arthur Hughes
Wired for Culture: How E-mail is Revolutionizing Arts Marketing	Eugene Carr (Patron Publishing)
Write On Target	Donna Baier Stein
Annual Giving: A Practical Approach	Fritz W. Schroeder
Special Events: Planning for Success; 2nd edition	April Harris
Giving: How Each of Us Can Change the World	Bill Clinton
Donor Centered Fundraising	Penelope Burk

Internet

Association of Fundraising Professionals	AFPnet.org
The Agitator (fundraising blog)	Theagitator.net
The American Association of Museums	AAM-US.org
Arts eVentures, Inc.	www.artseventures.com
Council for Advancement and Support of Education	CASE.org
Charity Channel	www.charitychannel.com
The Chronicle of Philanthropy	Philanthropy.com
The Direct Marketing Association	www.the-dma.org
DM News: The Online Newspaper of Record for Direct Marketers	www.dmnews.com
Donordigital: Online Fundraising, Advocacy, and Marketing	www.donordigital.com
Donor Power Blog (fundraising blog)	DonorPowerBlog.com
Fundraising Success Magazine (online)	FundraisingSuccessMag.com
HEP Development Resources (matching gifts)	www.hepdate.com
Mailworks	www.mailworks.net
TargetX: Email Marketing Solutions for Colleges, Nonprofits and Publishers	www.targetx.com

The Barnes Foundation

The Franklin Institute

National Constitution Center

University of Pennsylvania Museum of Archaeology and Anthropology

Pennsylvania Academy of Fine Arts

Philadelphia Museum of Art

Winterthur Museum, Garden and Library



A national resource network, the American Museum Membership Conference sets the industry standard for professionals in the field of membership-based fundraising through trend analysis, training, shared communication, mentorship, and support.