



THE CLEVELAND  
MUSEUM OF ART

# Catching the Wave of Change: Working Through a Membership Program Rebrand

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Membership Sales Manager



**Opened in 1916**

**Encyclopedic  
Collection**

**Around 23K Member  
Households**





# Rebrand



Goal of Membership: increase number of members, revenue, and members' engagement with the museum

- Why?
- How?
- When?

**My  
CMA**

**CMA  
Insider**

**Leadership  
Circle**



# Rebrand



## My CMA

Launched July 2019

Friend	<b>\$65/\$125</b>
Partner	<b>\$90/\$175</b>
Ambassador	<b>\$140/\$275</b>

## CMA Insider

Launched July 2019

Associate	<b>\$250/\$450</b>
Advocate	<b>\$500/\$900</b>
Champion	<b>\$1000</b>
Visionary*	<b>\$1500</b>

\*New levels

## Leadership Circle

Launched March 2019

Donor	<b>\$2,500</b>
Sustainer	<b>\$5,000</b>
Collector	<b>\$10,000</b>
Sponsor	<b>\$25,000</b>
Presenter*	<b>\$50,000</b>
Benefactor*	<b>\$100,000</b>



# Rebrand



- Affinity Model vs. Affiliate Groups
- Why is this a part of CMA's rebrand?
  - Big ideas
    - Engage current members
    - Members can self-select interests
    - Better use of staff resources

**My  
CMA**

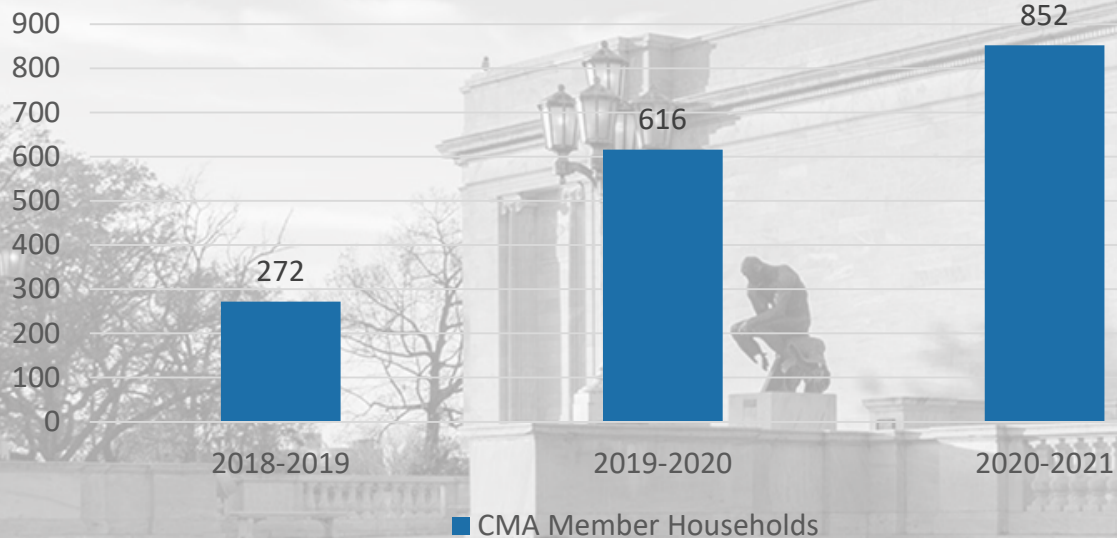
**CMA  
Insider**

**Leadership  
Circle**

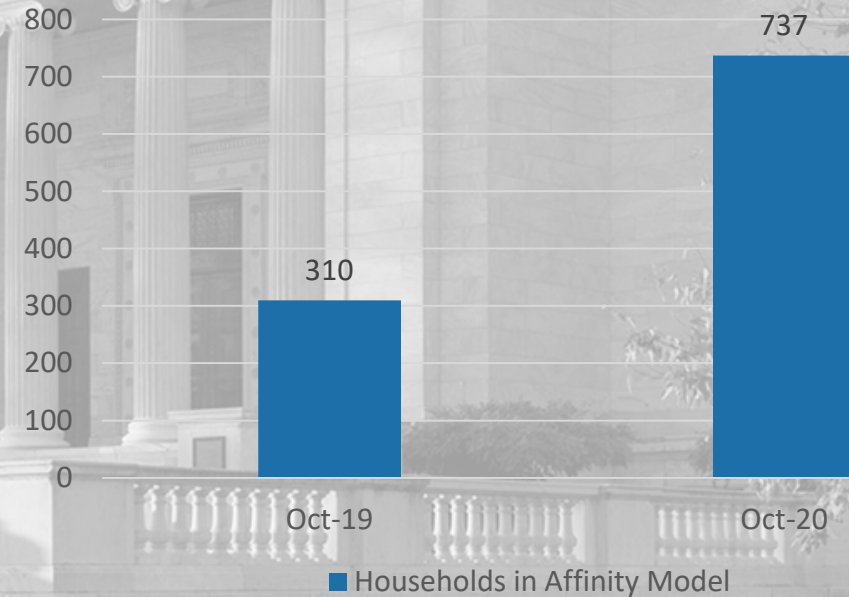


# Results – Affinity Group Participation

## CMA Member Households in an Affinity Group (any level)



## Households in Affinity Model





# Rebrand



## My CMA – General Membership

- Free admission to ticketed exhibitions (84%)
- Flat rate parking (59%)
- Amenity discounts (45%)
- Other membership discounts (45%)
- Member magazine (38%)
- Free admission to MIX (36%)
- Senior Member Day (26%)
- Paid evening member events (21%)
- Tax deductibility (18%)

**My  
CMA**

## CMA Insider

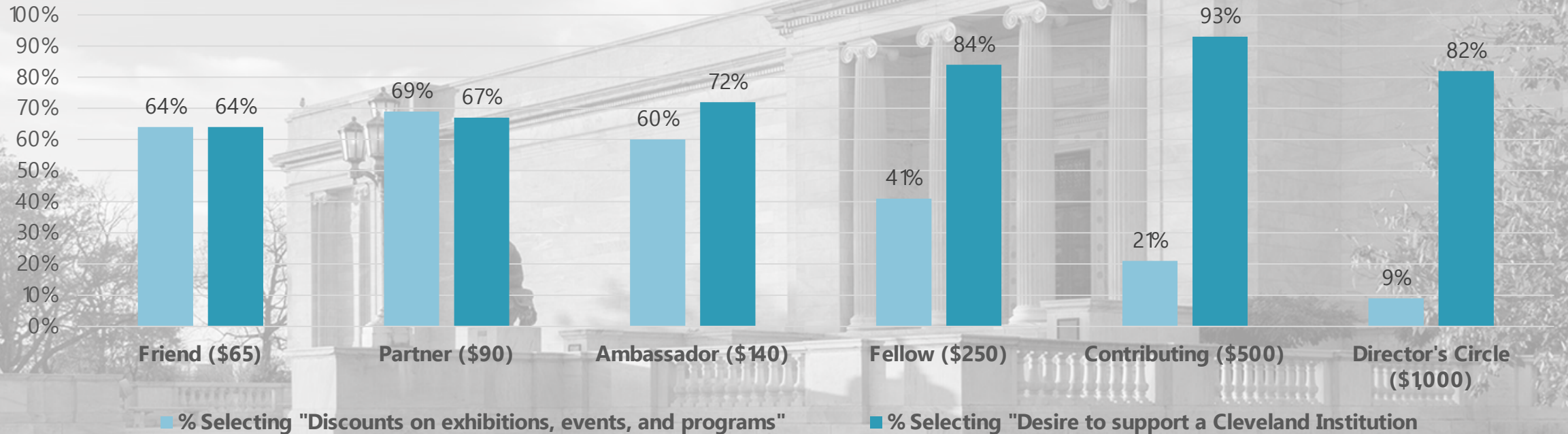
- Free admission to ticketed exhibitions (69%)
- Reciprocal membership (49%)
- Member magazine (46%)
- Exclusive member lectures & educational programs (45%)
- Flat rate parking (39%)
- Complimentary evening member events (38%)
- Other membership discounts (30%)
- Tax deductibility (25%)
- Amenity discounts (22%)
- Senior Member Day (20%)
- Free admission to MIX (16%)

**CMA  
Insider**



# Rebrand

## 2019 Member Survey Results Transactional vs. Philanthropic



My  
CMA

CMA  
Insider



# Branding - Historical Collateral



## Leadership Circle



**YOUR GIFT MAKES AN IMPACT JOIN THE CIRCLE**

**Complete and return this card or call 216-707-6832**  
 I/We would like to join, renew or upgrade my/our participation in the **DONOR CIRCLES** program at the following level:

- Patron Sponsor**  
\$25,000 and above
- Collectors Circle**  
\$10,000 – \$24,999
- Founders Society**  
\$5,000 – \$9,999
- President's Circle**  
\$2,500 – \$4,999
- Director's Circle**  
\$1,000 – \$2,499

NAME(S) as you wish to be published, for recognition purposes: \_\_\_\_\_  
 STREET \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_  
 TELEPHONE (PHONE) \_\_\_\_\_ (OTHER) \_\_\_\_\_  
 E-MAIL ADDRESS \_\_\_\_\_

My gift will be matched by \_\_\_\_\_ COMPANY NAME \_\_\_\_\_  
 Please make my gift a pledge with automatic payments to credit card. Start date: \_\_\_\_\_  
 semi-annually  quarterly  monthly  
 I/We would like to further my/our support with an additional gift.  
**Payment**  
 **Check.** Check enclosed for the total amount, made payable to the Cleveland Museum of Art  
 **Credit Card.** Please charge my gift totaling \$ \_\_\_\_\_  
 American Express  Discover  MasterCard  VISA

NAME ON CARD \_\_\_\_\_  
 ACCOUNT NUMBER \_\_\_\_\_  
 EXP. DATE \_\_\_\_\_ SIGNATURE \_\_\_\_\_

I/We would like to be invited to the annual giving event each year.  
 Please contact me/us regarding a gift.  
 I/We intend to recur grant from a foundation or our name(s).  
 I/We would like to do a planned giving opportunity.  
 Please contact me/us regarding a planned giving opportunity.  
 I/We intend to recur grant from a foundation or our name(s).

**We gratefully acknowledge our DONOR CIRCLES supporters with these special benefits and privileges**

- Free admission and express VIP entry to all ticketed exhibitions
- Reciprocal privileges at participating Ohio and national art museums
- Discounts on lectures, courses, concerts, films, and museum store purchases
- One hour consultation with library staff
- Complimentary subscription to the CMA member magazine, *Cleveland Art*, and other select publications
- Advance notice of special exhibitions and openings
- A complimentary CMA publication
- Free parking after 5pm on Wednesday and Friday evenings

**PRESIDENT'S CIRCLE: and above enjoy these additional benefits and privileges**

- Donors at President's Circle and above are invited to view new acquisitions with the Chief Curator or attend special lectures with the Director
- Invitations to a series of exclusive learning opportunities and members-only events
- Those who choose the Founders Society and above have the pleasure of partaking in a black-tie dinner each year

11150 East Boulevard  
 Cleveland, OH 44106-1797  
 ph 216.707.6832  
 annualgiving@ClevelandArt.org

**ClevelandArt.org**

Please contact the Office of Annual Giving if you have any questions about making a contribution or the programs your gift will support.





# Branding

- Complete new structure (I.e. new levels, new names, benefits)

## Leadership Circle

<b>Donor Circles</b>	→	<b>Leadership Circle</b>	
President's Circle	→	Donor	\$2,500
Founders Circle	→	Sustainer	\$5,000
Collector's Circle	→	Collector	\$10,000
Patron's Circle	→	Sponsor	\$25,000
*New Level	→	Presenter	\$50,000
*New Level	→	Benefactor	\$100,000

- Program now begins at \$2,500 (vs. \$1,000)



# Branding



THE CLEVELAND  
MUSEUM OF ART

## Leadership Circle



**106,000+**  
attendees and  
participants in museum  
parades and festivals



**24%**  
of daily guests  
are first-time  
visitors





# Branding

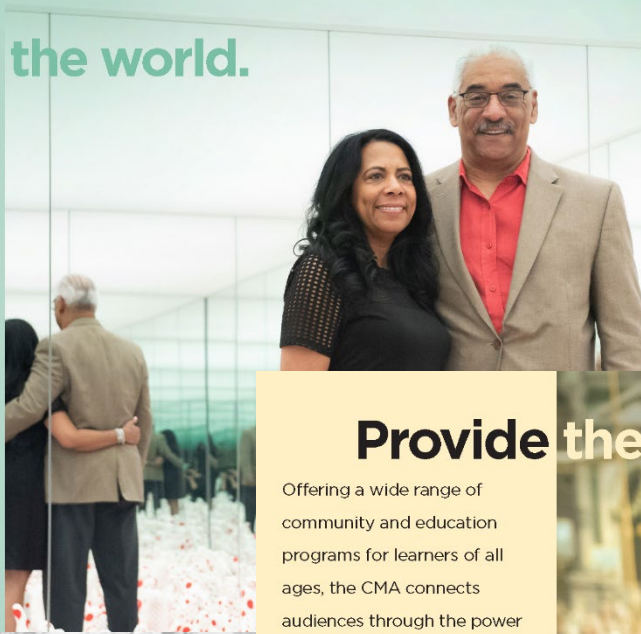


THE CLEVELAND  
MUSEUM OF ART

## Leadership Circle

### Share the world.

Outstanding special exhibitions bring art and people together, and shine a spotlight on our museum and community. Leadership Circle donors help us work with international partners to present a wide range of stellar exhibitions and related community programs that attract new audiences from far and wide.



### Preserve and protect art forever.

The CMA's extraordinary permanent collection numbers more than 45,000 works spanning the globe over 6,000 years. Through constant care and conservation, we preserve and protect priceless works of art for future generations. Leadership Circle donors are vital partners in this essential priority.



### Provide the spark.

Offering a wide range of community and education programs for learners of all ages, the CMA connects audiences through the power of art, using our diverse collections to provide the spark for learning, enjoyment, and discovery. Leadership Circle donors make it happen.



### Free for all.

More than a century ago, our founders created a public art museum "for the benefit of all the people forever." Leadership Circle donors embrace this vital mission through their generous philanthropic support, leading the charge in our second century as we keep our museum relevant and free for all, making art matter for new generations.





# Branding

## For you. With gratitude.

With gratitude for your generous support, the museum provides Leadership Circle donors with unique, enriching opportunities that enhance your enjoyment of the CMA through engagement with our collections, curators, and staff. Membership benefits



Invitations to  
Dinners & Receptions



Exclusive Travel  
Opportunities



Priority  
Seating



Invitations to  
Special Previews  
& Openings



Donor  
Recognition



Invitations to  
Curator & Director  
Programs

# Leadership Circle





# Branding

- Sponsorship Opportunities
- Specialized education programming
- Preferred seating
- Ticketed programs



Leadership  
Circle



# Branding - Historical Collateral



**YOUR GIFT MAKES AN IMPACT JOIN THE CIRCLE**

Complete and return this card or call 216-707-6832

I/We would like to join, renew or upgrade my/our participation in the **SUPPORTING CIRCLES** program at the following level:

- Contributing**  
\$500 - \$999
- Director's Circle**  
\$1,000 - \$2,499
- Fellow**  
\$250 - \$499

We gratefully acknowledge our **SUPPORTING CIRCLES** supporters with these special benefits and privileges

NAME(S) as you wish to be published, for recognition

STREET \_\_\_\_\_

CITY \_\_\_\_\_

TELEPHONE (HOME) \_\_\_\_\_

E-MAIL ADDRESS \_\_\_\_\_

My gift will be matched by CMA  
 Please make my gift a pledge w/ start date  
 semi-annually  quarterly  
 I/We would like to further my/our **Payment**  
 **Check**, Check enclosed for the tot Cleveland Museum of Art  
 **Credit Card**, Please charge my gift  
 American Express  Discover

NAME ON CARD \_\_\_\_\_

ACCOUNT NUMBER \_\_\_\_\_

EXP. DATE \_\_\_\_\_

Please make this an automatic gift to be renewed each year  
 I/We will be making a gift from a foundation  
 Do not publish my/our name(s) in any publications

**DIRECTOR'S CIRCLE and above enjoy these additional benefits and privileges**

- Free admission to all ticketed exhibitions
- Invitations to members preview of opening exhibitions
- Discounts on lectures, courses, concerts, films, and museum store purchases
- One hour consultation with library staff
- Complimentary subscription to the CMA member magazine, *Cleveland Art*, and other select publications
- Advance notice of special exhibitions and openings
- A complimentary CMA publication (Contributing level and above)
- Free parking after 5pm on Wednesday and Friday evenings
- Invitations to Circles preview of opening exhibitions
- Complimentary CMA publication

1150 East Boulevard  
Cleveland, OH 44106-1797  
ph 216.707.6832  
annualgiving@ClevelandArt.org

**ClevelandArt.org**

Please contact the Office of Annual Giving if you have any questions about making a contribution or the programs your gift will support.

<p>EDUCATIONAL PROGRAMS IN ONE YEAR</p> <p><b>2,400</b></p>	<p><b>33,053</b></p> <p>SCHOOL TOUR VISITORS</p>
<p><b>ART MEETS SCIENCE</b></p> <p>CONSERVING MANUSCRIPTS, TAPESTRIES, SCULPTURES, AND PAINTINGS, INCLUDING OUR FAMED CARAVAGGIO, <i>THE CRUCIFIXION OF SAINT ANDREW</i></p>	<p>DISTRIBUTED 14,000 ART KITS TO 3RD GRADERS AT 130 PUBLIC, CHARTER AND PAROCHIAL SCHOOLS IN THE COUNTY.</p>
<p><b>FREE</b></p> <p>ADMISSION FOR 705,000 VISITORS</p>	<p>PROTECT AND INTERPRET ALMOST <b>45,000</b> WORKS OF ART IN THE COLLECTION</p>
<p><b>117,515</b></p> <p>ATTENDEES TO MUSEUM FESTIVALS</p>	<p>MORE THAN <b>50,000</b> ART LENS DOWNLOADS</p>
<p><b>15</b></p> <p>New books and catalogues produced by CMA in FY2016</p>	<p><b>STUDIO GO</b></p> <p>MOBILE ART STUDIO REACHED <b>50 COMMUNITIES</b></p>

# CMA Insider





# Branding



# CMA Insider



# Branding



Be the  
**heart**  
behind the art.

Your CMA Insider membership allows the museum to have a significant impact in the Cleveland region and within the art world. Contributions like yours support our mission to provide world-class exhibitions and programs, and FREE admission for all. Together we can enhance the connection between life and art for all visitors. Thank you for your generosity and commitment.



Make a deeper  
**connection.**

Customize a membership to fit your unique interests. As a CMA Insider, you may join at least one **Affinity Group**, based on your level of membership. Affinity programs give members the opportunity to dive deeper into the areas of art that truly speak to them, while engaging with like-minded individuals at exclusive special events.

## CMA Insider Benefits

ASSOCIATE \$250 | ADVOCATE \$500 | CHAMPION \$1,000 | VISIONARY \$1,500

Get the most out of your CMA membership and the museum you love. In addition to all the general membership benefits—which include **free** tickets to **exhibitions** and monthly **MIX events**, a weekly **Senior Member Day**, exhibition **preview days**, and **discounts** throughout the museum—enjoy these CMA Insider benefits.



Invitations to  
Special Receptions &  
Educational Programs



Reciprocal Privileges  
at More Than 300  
Participating Museums



Complimentary  
Parking on Wednesday  
& Friday Evenings



Guided Tour  
of the  
Museum Collection



Two Free Solstice  
Tickets for Champion  
Members and Above



Affinity Group  
Membership

Visit [cma.org/membership](https://cma.org/membership) for the full list of benefits.

# CMA Insider

Your partnership with the Cleveland Museum of Art creates transformative experiences through art, “for the benefit of all the people forever.”

**864,754**  
visitors in fiscal  
year 2019

**142,000+**  
attendees and  
participants in offsite  
programming

**20%**  
daily guests  
who are  
first-time  
visitors



# Branding



- Show your Cleveland pride, first step into philanthropy, an insider's view
- Highlighting the added membership benefit of the opportunity to join an Affinity Group free of an extra charge
- Introducing new "carrots" at CMA Insider levels to encourage upgrades within the umbrella
- New reciprocal benefit through ROAM
- Education opportunity is important
- Use self-selected interests to encourage additional giving

CMA  
Insider



# Branding



- Complete new structure (I.e. new levels, new names, benefits)

## **Supporting Circles** → **CMA Insider**

Fellow → Associate

Contributing → Advocate

Director's Circle → Champion

\*new level → Visionary


**CMA**  
**Insider**

- Director's Circle level formerly a part of the Donor Circles (now Leadership Circle) program




# Branding - Historical Collateral





THE CLEVELAND MUSEUM OF ART



1150 East Blvd.  
Cleveland, Ohio  
44106-1797

Membership level \_\_\_\_\_

Membership total \$ \_\_\_\_\_

Annual Fund gift \$ \_\_\_\_\_ 100% tax deductible

Total \$ \_\_\_\_\_

Check enclosed payable to the Cleveland Museum of Art

Please charge my:  American Express  Discover  Debit card  Mastercard  Visa

Account number \_\_\_\_\_

Exp. date \_\_\_\_\_ Corporate matching gift form:  Enclosed  Will follow

Home telephone ( ) \_\_\_\_\_


E-mail address \_\_\_\_\_

Please make corrections above. See membership fees on reverse.

**Annual Fees**


Membership Level	One Year	Two Years	Important Tax Information
Contributing	\$500	\$900	\$500 tax deductible for one year, \$900 for two years
Follow	\$750	\$450	\$150 tax deductible for one year, \$750 for two years
Amateur	\$140	\$275	100% tax deductible
Patron	\$40	\$75	100% tax deductible
Friend	\$40	\$75	100% tax deductible





THE CLEVELAND MUSEUM OF ART


**Join the Cleveland Museum of Art today for free admission to every ticketed exhibition.**



**Brand-New & Terrific:  
Alex Katz In the 1950s**  
Sun, 04/30/2017  
to Sun, 08/06/2017

Four People, 1955-54, Alex Katz (American, born 1927), oil on Masonite, 65.3 x 60.3 cm. The Cleveland Museum of Art, Society with anniversary gift of the artist, 1991.510. Art © Alex Katz / Licensed by MGA, New York, NY


**The Jazz Age: American Style in the 1920s**  
Sat, 09/30/2017  
to Sun, 01/14/2018



Mus with Moth screen detail, c. 1923, Rose Iron Works, Inc. (American, Cleveland, est. 1904), Paul Behr (Kurgan) art, 1928-1950, designer, wrought iron, brass, silver and gold plating, 196.2 x 196.2 cm. The Cleveland Museum of Art, On Loan from the Rose Iron Works Collections, LLC, 202.1846. © Rose Iron Works Collections, LLC

**Eyewitness Views: Making History in Eighteenth-Century Europe**  
Sun, 12/25/2018-Sun, 05/20, 2018

Organized by the J. Paul Getty Museum



Regatta on the Grand Canal in Honor of Frederick IV, King of Denmark, Tullio Pericoli (Italian, 1653-1750), Oil on canvas, 1515 x 259.7 cm, Getty Center, Los Angeles, 96.PA.599





© ROBERT MULLER

**MEMBERSHIP BENEFITS**

- Free admission to ticketed exhibitions
- 50% off admission to ticketed exhibitions for members' guests
- Free admission to ticketed exhibitions for children 17 and younger when accompanied by a member
- Discounts to museum events and programs
- 15% discount in the CMA store
- 10% discount in the CMA café
- Discounted flat-rate parking (excludes special events)
- Free tickets to MIX at CMA
- Senior Member Day—every Tuesday, including free parking and programs
- Annual subscription to *Cleveland Art* members magazine
- Research library privileges



# Branding



THE CLEVELAND  
MUSEUM OF ART

My  
CMA

## My CMA Benefits

FRIEND \$65 | PARTNER \$90 | AMBASSADOR \$140



Free Tickets to  
Exhibitions and Monthly  
MIX Events



Priority Registration  
& Discounts for  
CMA Art Classes



Discounts to  
Museum Events  
& Programs



CMA Store,  
Café & Parking  
Discounts



Special Benefits  
Every Tuesday on  
Senior Member Day



Members-Only  
Exhibition  
Preview Days



## Show your Cleveland pride.

Become a member of one of Cleveland's most beloved institutions. You'll help the CMA remain one of the world's greatest museums and a cornerstone of the community. CMA members help ensure FREE admission for all, protect and preserve the museum's renowned collection, and inspire innovative exhibitions and engaging community programs.



# Branding

Be a part of the art.



THE CLEVELAND  
MUSEUM OF ART

My  
CMA



# Process

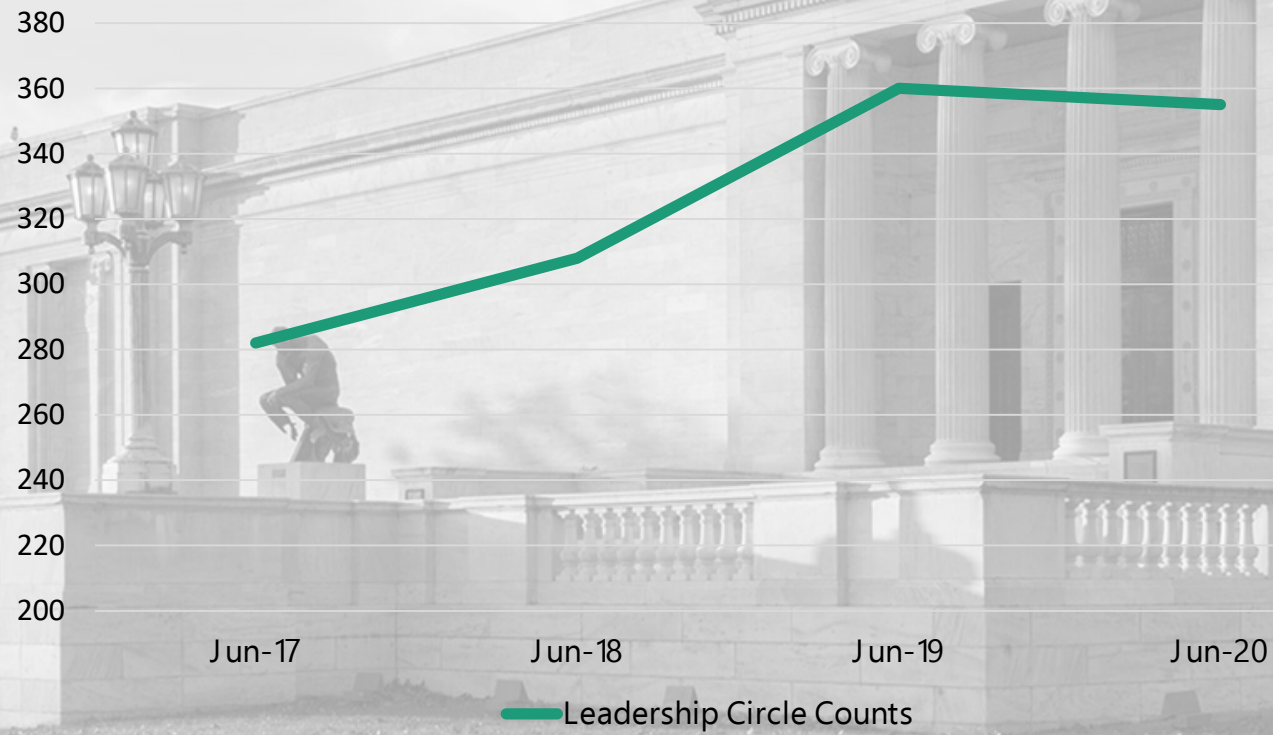


- Communicating change to members
- Leadership Circle
  - LC Committee
  - Multiple launches
    - Summer 2018
    - March 2019
    - Summer 2019



# Process

## Leadership Circle Counts



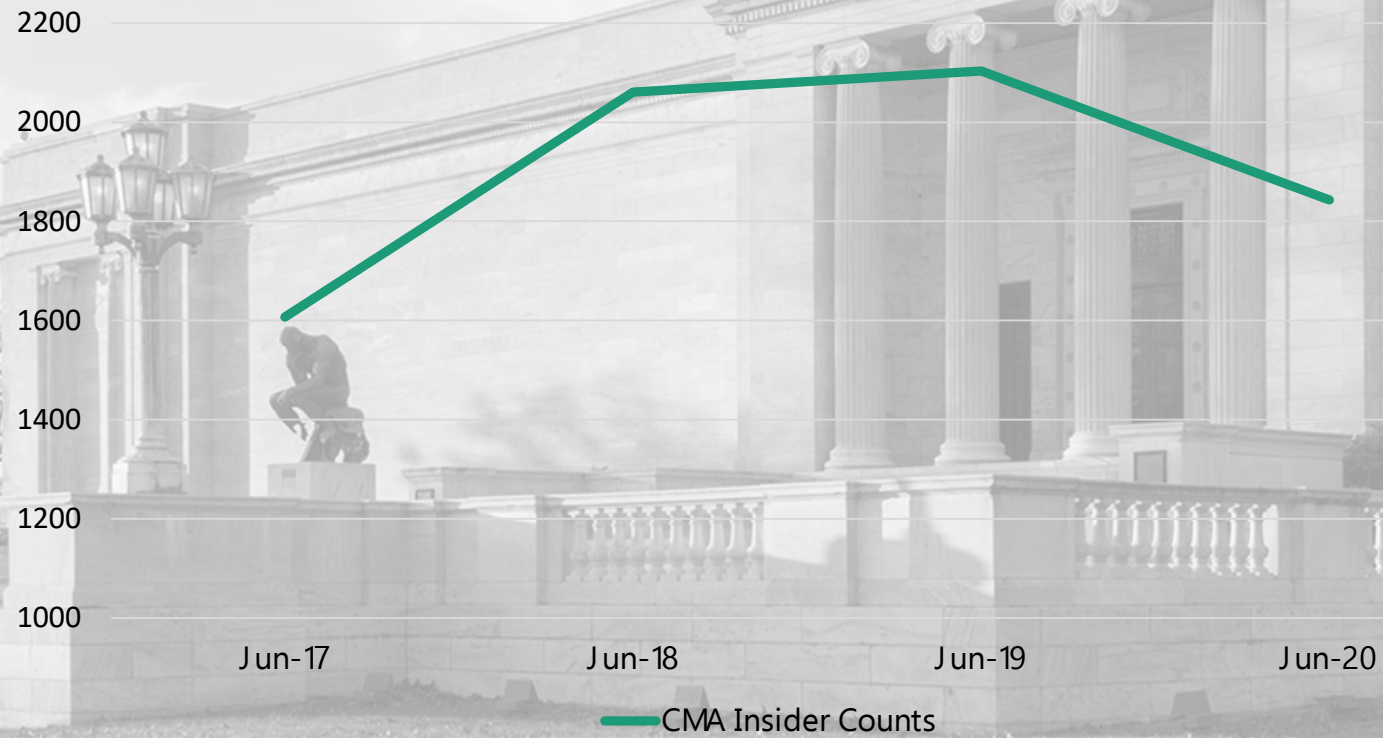






# Process

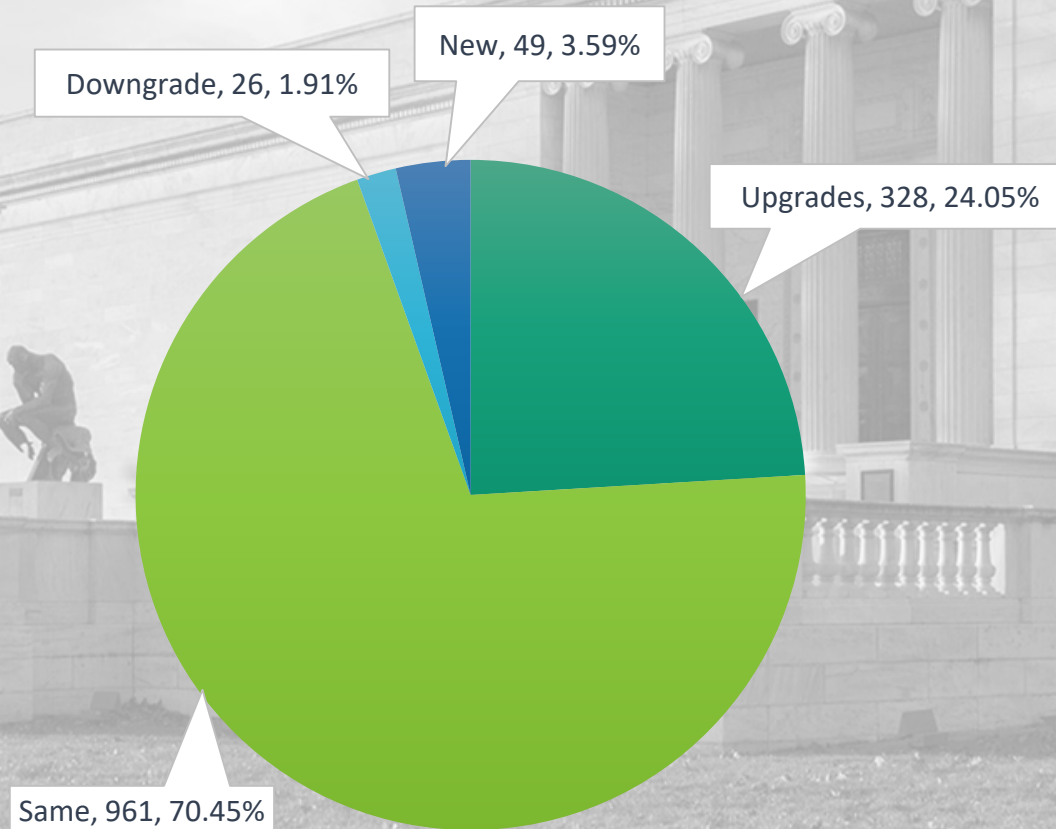
## CMA Insider Counts





# Results

## Current CMA Insider Associates as of January 31, 2020 (by trend)





# Process

## Membership





# What worked?

- My CMA
  - Enhanced communications (brochures, etc.)
- CMA Insider
  - Affinity Group choices available on website at time of renewal
  - Substantial increase in base level of \$250
  - Participation in Affinity model



# What worked?

- Leadership Circle
  - Connecting sponsorship to LC membership-engage major gift donors as high-level members; this benefit has been discontinued due to change in leadership
  - Leadership Circle Committee was formed; a committee of donors who asked their peers to join LC
  - Charging for some programs



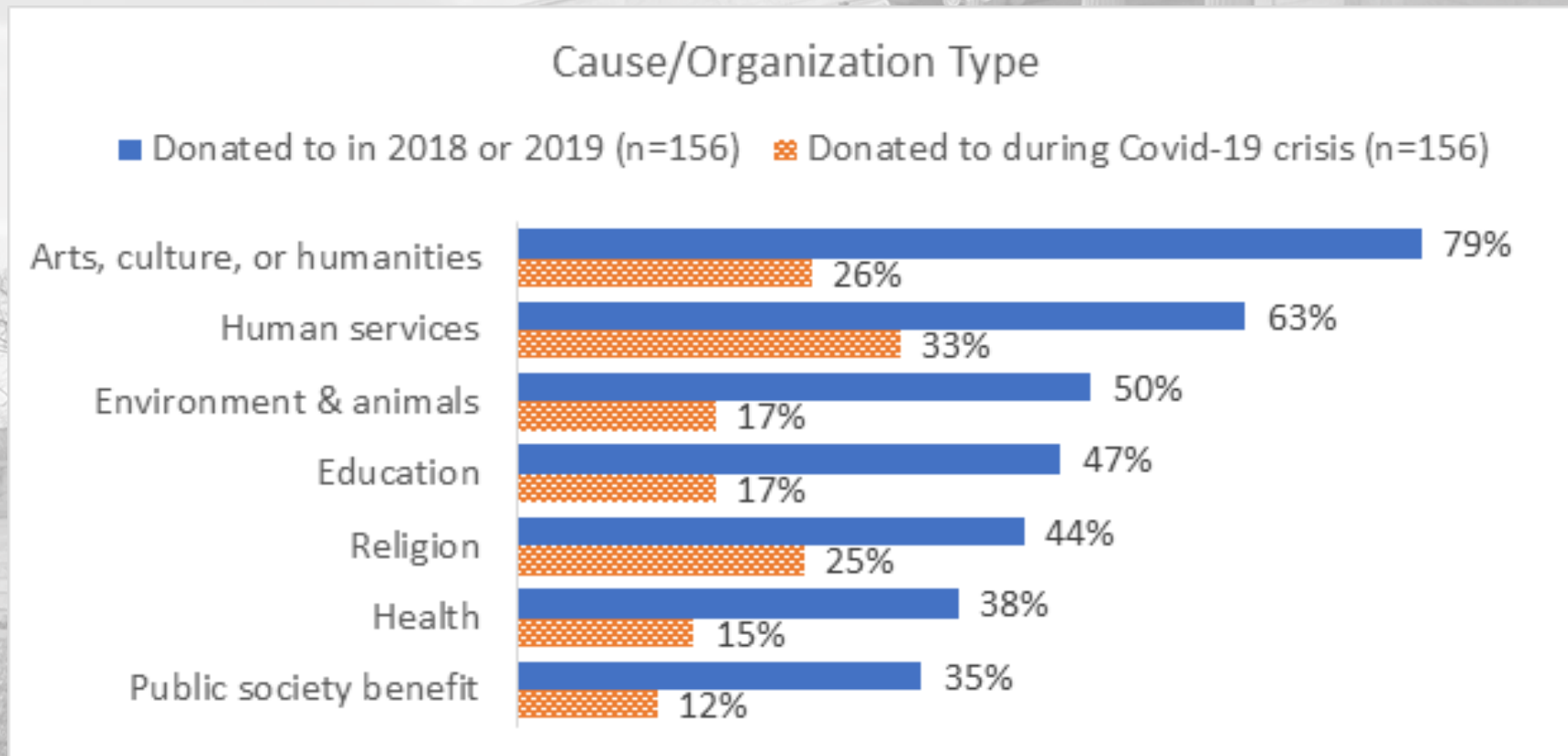
# What didn't?

- My CMA
  - Name/logo no longer used as the branding as of July 2020
- CMA Insider
  - \$1,000 level decreased substantially; FY19: 446 HH, FY20: 353 HH
  - Separate Affinity Group upgrade mailing – announcement of the new benefit
- Leadership Circle
  - Affiliate/Affinity group model. Some members decreased or didn't increase b/c they get more programming/engagement being a lower level member and affinity/affiliate group member



# COVID-19

- Culture & Community in a Time of Crisis





# COVID-19

- Shift in messaging
  - Institutional support vs. tangible benefits
  - 47% renewal rate – first quarter FY21
  - Membership pitch to museum visitors


## Become a **member!**

Thank you for visiting the Cleveland Museum of Art, <Mrs. Smith>. We hope you enjoyed your visit and invite you to become a member so you can return again and again with special perks!

### Member benefits include:

- Free tickets to special exhibitions
- Flat-rate parking (*excludes special events*)
- Priority registration and discounts on virtual studio classes and workshops
- Discounts in the CMA store
- Virtual members-only programming
- Weekly email updates with brand-new videos about our collection and exhibitions

### Three ways to JOIN:

 In person at the ticket center

 Call 216-421-7350

 Visit [cma.org/join](https://cma.org/join)





# Key Takeaways



- Increasing membership numbers at a free museum
- Increasing membership numbers while restructuring benefits
- Rebranding: what worked?
  - My CMA – cohesive communications at every level of the pipeline
  - CMA Insider – educational opportunities with curators
  - Leadership Circle – peer to peer solicitation is key



# Contact Us!



## Chelsea Jackson

Membership Sales Manager

\$65 - \$249

[cjackson@clevelandart.org](mailto:cjackson@clevelandart.org)

## Terri Mazzola Gertz

CMA Insider, Program Manager

\$250 - \$2,499

[tmazzolagertz@clevelandart.org](mailto:tmazzolagertz@clevelandart.org)

## Allison Tillinger

Leadership Circle, Program Director

\$2,500+

[atillinger@clevelandart.org](mailto:atillinger@clevelandart.org)