

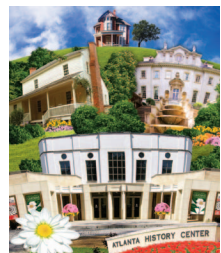
AMMC 2013

American **Museum Membership** Conference

TIMOTHY HURSFLEY



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Atlanta, Georgia

APRIL 22 - 25, 2013

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



April 2013

Welcome to Atlanta! We are proud to host the 31st American Museum Membership Conference and honored to share our world-class arts community with so many talented museum professionals. While some of you may have experienced the conference here before, you may be surprised to see a fresh face of Atlanta. Since the 2003 Atlanta conference, our city has experienced unprecedented population growth and significant expansion of our cultural offerings. The High Museum of Art more than doubled in size. The Georgia Aquarium, the world's largest aquarium, opened its doors. The Alliance Theatre won a Tony Award and the World of Coca-Cola brought its tasty beverages to a new downtown location.

Atlanta has something for everyone, and I am grateful to host this conference alongside my colleagues from this city's diverse array of museums and institutions. You will have a chance to experience the High Museum of Art, the leading art museum in the Southeast, at our opening dinner Monday evening. Enjoy one of the city's last remaining urban forests from 40 feet in the air on the Canopy Walk at the Atlanta Botanical Gardens on Tuesday evening. And learn more about Atlanta's strong ties to its past at the Atlanta History Center on Wednesday evening. While you are in town, I encourage you to visit the largest collection of ancient art in the Southeast at Emory University's Michael C. Carlos Museum. Come face-to-face with the world's largest dinosaurs at the Fernbank Museum of Natural History. Experience thought-provoking exhibitions at the Atlanta Contemporary Art Center. Don't miss the Martin Luther King, Jr. National Historic Site, which includes the preserved boyhood home of Dr. Martin Luther King, Jr., as well as his final resting place. Or take a short road trip to the friendly town of Cartersville to visit the Booth Western Art Museum, the largest permanent exhibition space for Western art in the country, and the Tellus Science Museum for an out-of-this-world planetarium show. Atlanta will inspire you through its arts, and do it all with a classic touch of Southern hospitality.

On behalf of the Host Committee, I would like to thank the many individuals who helped make this conference possible. Thank you to our colleagues on the Programming Committee and Task Force, led by Daniel Vincent and Jeff Petrie, for dedicating so much of their time to developing an extraordinary lineup of presentations. Thank you also to our generous conference sponsors. Your support helps keep the conference affordable for all museum managers, allows us to engage and learn from our peers, and ultimately helps us grow much-needed membership support for museums throughout the world.

Finally, thank you for taking the time out of your busy schedules to attend AMMC. Your participation is what makes this conference so powerful. We are happy to have you here and look forward to getting to know you throughout the week. Enjoy your stay and have fun!

Sincerely,

A handwritten signature in black ink that reads "Catherine Fink". The signature is written in a cursive, flowing style.

Catherine Fink
The High Museum of Art
Chair, Host Committee

AMMC 2013 Atlanta Host Committee:

High Museum of Art

Rachelle Beisel
Catherine Fink
Jennifer McNally
David Wheeler

Atlanta Botanical Garden

Claudia McDavid

Atlanta History Center

Kandis Kerr
Sarah L. Wilder

Atlanta Contemporary Art Center

Melanie Beal

Booth Western Art Museum

Karen Mahoney

Michael C. Carlos Museum

Jennifer Long

Fernbank Museum of Natural History

Michele Kresge

Tellus Science Museum

Shelly Redd

AMMC gratefully acknowledges the generous support of our 2013 sponsors:

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Dear AMMC Attendees,

Welcome to Atlanta and the 2013 American Museum Membership Conference! The Lukens Company is honored to be a part of the AMMC family and we look forward to spending the next few days with our colleagues and friends. The conference continues to grow as more members of our expanded community of art and natural history museums, science and technology centers, zoos and aquariums are joining us this year, providing different and invaluable perspectives in our field.

AMMC presents the perfect opportunity to connect with colleagues, share ideas and case studies, and take a step back from our daily routine to examine the big picture. I encourage you to make the most of this experience. Ask all your burning questions, attend every event you possibly can, make a new friend at lunch - I promise you will be all the richer for your efforts.

Again, welcome to Atlanta. I hope you enjoy your visit. And have fun!

Best,



Walter Lukens
President
The Lukens Company

P.S. Don't forget to thank everyone on the AMMC host and program committees for all their hard work. In addition to their full-time jobs in membership, they are responsible for organizing all aspects of the conference - I don't know how they do it!



Dear AMMC Membership Colleagues,

We welcome you to this greatest gathering of membership professionals, so graciously hosted by the membership leaders in Atlanta.

Daniller + Company, Membership Consultants, and NPO Direct Marketing decided to collaborate as joint Premier sponsors of AMMC 2013—in the spirit of sharing and collegiality that has been a mainstay of this conference since its inception in 1980.

AMMC is a unique forum for learning about membership and networking with colleagues, and we are honored to be included within this dynamic focus. We hope the special nature of the conference will continue for years to come.

Of course, we are delighted to help make AMMC 2013 possible. As always, the real success of the next several days will be your participation. Your insights and energy will make the morning roundtables worth that early jump out of bed (even if you're on West Coast time), and your attendance at sessions will drive great discussions and questions.

We extend a special thank you to the Program Co-Chairs, Jeff Petrie and Daniel Vincent, and the Program Task Force for doing such an outstanding job this year.

Enjoy the conference, appreciate the hard work of all the AMMC committees, get to know your fellow attendees, and turn this experience into the next big success at your institution!

Warmest wishes,

A handwritten signature in black ink that reads "Mae Daniller".

Mae Daniller,
Daniller + Company

A handwritten signature in black ink that reads "Dana Hines".

Dana Hines,
Membership Consultants, Inc.

A handwritten signature in black ink that reads "Jamie Clements".

Jamie Clements,
NPO Direct Marketing



AMMC Board

Graham Russell, President

Norton Museum of Art

Laura Brouse-Long, Vice President

Smithsonian Institution

Mark Mills, Vice President

The Barnes Foundation

Catherine Fink, Secretary

High Museum of Art

Ruth White, Treasurer

Springville Museum of Art

Robert McAn

Kimbell Museum of Art

Jeff Petrie, 2013 Program Co-Chair

The Phillips Collection

Daniel Vincent, 2013 Program Co-Chair

The Metropolitan 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 31st American Museum Membership Conference.

AMMC Scholarship Recipients

Pamela Mattera

Annual Giving Manager,
The Chinati Foundation

The Barbara Dougherty Membership
Scholarship Recipient

Rachel Lee

Member Services Coordinator,
Buffalo Bill Historical Center

The Roanne Katcher Membership
Scholarship Recipient

April 2013

It is with great pleasure that we present to you the 2013 American Museum Membership Conference Program!

Since its first incarnation in Denver in 1980, the AMMC has been the world's greatest professional resource in the realm of art museum membership. In 2011, the conference expanded its focus to include museums of science, history, and culture; botanical gardens; and aquariums throughout North America and beyond. Regardless of your background or your experience in the field, we are excited to include you in this unique opportunity for the exchange of ideas and expertise.

The format of this conference is much like those of recent years, with a few changes to keep things interesting. We have made a concerted effort to ensure that all attendees can maximize their experience and value in attending this year's event.

If there were a theme for this conference, it would be customer service—as membership professionals, ultimately we are in the business of acquiring, engaging, and retaining loyal and valuable *customers*. Headlining our first session on Tuesday is keynote speaker David McNair, who will energize and inspire us with his wealth of experience and knowledge on the topic. On Thursday morning we are very pleased that The Ritz-Carlton staff will share with us some secrets of their superlative programs that bring top-notch service to customers worldwide.

On Tuesday and Wednesday mornings, roundtable hosts will arrive at their tables just before 7:30 a.m. The first 30 minutes at roundtables will be casual wake-up gatherings, where hosts will engage in conversations about their topics. At 8:00 am a more formal structure kicks in, with two 25-minute rotations before we break from breakfast to start the session lineup.

To keep us fresh and lively throughout the day, sessions will be slightly shorter than in the past, but each time slot will end with a 15-minute break where presenters will be on hand to answer questions and continue conversations. We want this extra flexibility to give you opportunities for more one-on-one time with the experts you seek.

We will end this conference as never before: a session of office yoga to show us just one of the many ways we can take care of ourselves, while we are also taking care of our members, enabling us to be more effective, creative, comfortable, and healthy.

The evening activities provide opportunities to catch up with old friends, make new ones, talk shop (or not!) and discover the great city of Atlanta together. We can hardly wait to meet you!

Kindest regards,



Jeff Petrie
The Phillips Collection



Daniel Vincent
The Metropolitan Museum of Art

P.S. We are very grateful to our colleagues from the AMMC Program Task Force, who made valuable contributions to this year's Conference programming, and to all of you who have volunteered to participate as session presenters.

Program Task Force

Mary Beth Armbruster
Denver Museum of Nature and Science

Jennifer Barton
Smithsonian Institution

Katie Cannon
Philadelphia Museum of Art

Michael Smith
American Museum of Natural History

Tiffany Tessada
Seattle Art Museum

Jennifer Thomas
Saint Louis Art Museum

Aidan Vega
The Barnes Foundation

Ben Whine
Solomon R. Guggenheim Museum

Tom Zydel
Virginia Museum of Fine Arts

MONDAY, APRIL 22

2013 American Museum Membership Conference

The Ritz-Carlton
Downtown Atlanta

Conference Registration from 12:00 - 5:00 p.m.

| | | |
|------------------|-----------------------|---|
| 1:00 - 1:45 p.m. | The Ballroom | AMMC First-time Attendee Orientation <i>Catherine Fink, Jeff Petrie, Daniel Vincent</i> |
| 1:45 - 2:00 p.m. | Break with presenters | |
| 2:00 - 3:00 p.m. | The Ballroom | Membership 101 <i>Jamie Clements, Jennifer Thomas</i> |
| 3:00 - 3:15 p.m. | Break with presenters | |
| 3:15 - 4:00 p.m. | The Ballroom | Acquisition 101 <i>Kerri Kerr, Betsy Murray, David Saunders</i> |
| | | Welcome Dinner at the High Museum of Art <i>Buses depart hotel lobby at 5:00 p.m.</i> |
| | | High Museum of Art <i>Buses return to the hotel at 8:00 p.m.</i> |

TUESDAY, APRIL 23

| | | |
|--------------------|--|---|
| 7:30 - 12:00 p.m. | Outside The Ballroom | Conference Registration |
| 7:30 - 9:00 a.m. | The Plaza Ballroom and Lounge <i>(Second Floor)</i> | Roundtable Discussions and Breakfast Buffet |
| 9:05 - 9:15 a.m. | The Ballroom | Welcome <i>Graham Russell, Catherine Fink, Jeff Petrie, Daniel Vincent</i> |
| 9:15 - 10:15 a.m. | The Ballroom | KEYNOTE Customer Service: Raising the Membership Experience from the Inside Out <i>David McNair</i> |
| 10:15 - 10:30 a.m. | Break with presenters | |
| 10:30 - 11:15 a.m. | The Ballroom | What's a Museum Shop Discount Worth? IRS Rules for Valuing Membership Benefits <i>Marsha Shaines</i> |
| | Congress Room <i>(Third Floor)</i> | Museums Outside the United States: Maintaining and Increasing Membership Households <i>Sandra Dobroksi, Martha Henderson</i> |
| 11:15 - 11:30 a.m. | Break with presenters | |
| 11:30 - 12:15 p.m. | The Ballroom | Victims of Our Own Success? What to Do With and Without a Blockbuster <i>Katie Cannon, Nitasha Kawatra, Halee Lynch, Jocelyn Mulvaney, Daniel Vincent, Beth Yeagle, Tom Zydel</i> |
| | Congress Room <i>(Third Floor)</i> | Not Just for Kids: Engaging Adults at Family-Oriented Museums <i>Mary Beth Armbruster, Cindy Dougherty</i> |
| 12:15 - 1:15 p.m. | The Plaza Ballroom and Lounge <i>(Second Floor)</i> | Lunch |
| 1:15 - 2:00 p.m. | The Ballroom Salons I-II | A Focus on Donor and Member Retention <i>Lynne Wester</i> |
| | Congress Room <i>(Third Floor)</i> | Membership and Millennials: Engaging Generation Y <i>Kerstin Beyer, Lori Grecco, Ben Whine</i> |
| | The Ballroom Salons III-IV | Membership Metrics: Using Data to Drive Strategy <i>Brianna Lowndes, Kristen Shepherd</i> |
| 2:00 - 2:15 p.m. | Break with presenters | |
| 2:15 - 3:00 p.m. | Congress Room <i>(Third Floor)</i> | Resonating with Donors: Making a Personal Connection through Unique Campaigns <i>Kim Callahan, Angela Perillo, Tiffany Tessada</i> |
| | The Ballroom Salons I-II | Designing Success in Annual Funds: Inspiring Members to Give Above and Beyond Their Dues <i>Laura Brouse-Long, Nitasha Kawatra, Yoonghyung Lee, Daniel Vincent</i> |
| | The Ballroom Salons III-IV | Multi-channel Marketing Mania <i>Martha Ernst, Billy Fong, Cari Maslow</i> |
| 3:00 - 3:15 p.m. | Break with presenters | |
| 3:15 - 4:00 p.m. | The Ballroom Salons I-II | Online Fundraising and Engagement 101: Intergrating Online Efforts into Your Marketing Program <i>Betsy Murray, Allison Porter, David Saunders</i> |
| | Congress Room <i>(Third Floor)</i> | Survey Says: Make It, Break It, or Shake It Up with Research <i>Mary Beth Armbruster, Annette Humm Keen, David Keen, Sarah Lee, Susan Webb Rawls, Blair Evans Steck</i> |
| | The Ballroom Salons III-IV | Dallas Museum of Art Friends & Partners: Engaged Philanthropy and Free Membership <i>Kimberly Bryan, Emma Vernon</i> |
| 4:00 - 5:00 p.m. | Break | |
| | | Reception and Viewing at the Atlanta Botanical Garden <i>Buses depart hotel lobby at 5:00 p.m.</i> <i>Buses depart for dine-around or hotel at 7:00 p.m.</i> Dine-around on Crescent Avenue <i>Buses depart Crescent Avenue to return to hotel at 9:00 p.m.</i> |

WEDNESDAY, APRIL 24

| | | |
|--------------------|--|--|
| 7:30 - 9:00 a.m. | The Plaza Ballroom and Lounge <i>(Second Floor)</i> | Roundtable Discussions and Breakfast Buffet |
| 9:15 - 10:15 a.m. | The Ballroom | The Art of the Membership Ask <i>Laura Fredricks</i> |
| 10:15 - 10:30 a.m. | Break with presenters | |
| 10:30 - 11:15 a.m. | The Ballroom | Membership Technology "2.0": Driving Innovation to Engage our Audiences <i>Yoonhyung Lee, Tiffany Tessada, Ben Whine, Tom Zydel</i> |
| 11:15 - 11:30 a.m. | Break with presenters | |
| 11:30 - 12:15 p.m. | The Ballroom Salons I-II | The State of Non-profit Fundraising <i>Carol Rhine</i> |
| | The Ballroom Salons III-IV | Mission, Marketing, Membership: A Magic Mix for Success <i>Dana Hines, Karin Jaros, Maureen McCarthy, Rosie Siemer</i> |
| 12:15 - 1:15 p.m. | The Plaza Ballroom and Lounge <i>(Second Floor)</i> | Lunch |
| 1:15 - 2:00 p.m. | The Ballroom Salons I-II | The Personal Touch: How to Maximize Visitor Conversion and Member Engagement <i>Peter Beard, Michael Smith</i> |
| | The Ballroom Salons III-IV | Opportunities for Engagement and Revenue in the Digital Age <i>Renee DePietro, Walter Lukens, Aidan Vega</i> |
| | Georgian Room <i>(Lobby Level)</i> | How to Make a Silk Purse out of a Sow's Ear: The Trials, Tribulations, and Triumphs of Small and Mid-size Museums <i>Jeff Petrie, Graham Russell, Ruth White, Suzi Woo</i> |
| 2:00 - 2:15 p.m. | Break with presenters | |
| 2:15 - 3:00 p.m. | Georgian Room <i>(Lobby Level)</i> | Training Frontline Membership Sales Staff <i>Marianne Maxwell, Diane Ward</i> |
| | The Ballroom Salons I-II | From Survive to Thrive: How Two Distinct Institutions Overcame Sustainability Challenges to Achieve Record Growth <i>Rebecca Kirkpatrick, Aidan Vega</i> |
| | The Ballroom Salons III-IV | Grand Openings and Grand Results: Generating Excitement, New Members, and New Audiences <i>Mae Daniller, Dana Hines, Rosie Pokrandt, Rosie Siemer, Jennifer Thomas</i> |
| 3:00 - 3:15 p.m. | Break with presenters | |
| 3:15 - 4:00 p.m. | Georgian Room <i>(Lobby Level)</i> | Membership as a Pipeline Through Donor Retention: You Are the One I Want <i>Jennifer Barton, Janet Hedrick, Colleen Morith</i> |
| | The Ballroom Salons I-II | Digital Advertising: It's Not Just for Marketing Anymore <i>Anthony Plamondon, Amy Radick, Angela Streubing, Tiffany Tessada</i> |
| | The Ballroom Salons III-IV | Big Ideas for Membership Marketing: Ambassador Program, Special Recognition, Year of the Member, and More <i>Jamie Clements, Kate Gleason, Shelley Wood</i> |
| 4:00 - 5:30 p.m. | Break | |
| | | <p>Reception and Viewing at the Atlanta History Center <i>Buses depart hotel lobby at 5:30 p.m.</i> <i>Buses return to the hotel at 7:30 p.m.</i></p> <p>Dinner at your leisure</p> |

THURSDAY, APRIL 25

| | | |
|--------------------|--|--|
| 8:00 - 9:30 a.m. | The Plaza Ballroom and Lounge <i>(Second Floor)</i> | Roundtable Discussions and Breakfast Buffet |
| 9:30 - 10:30 a.m. | The Ballroom | Legendary Service at The Ritz-Carlton <i>Elena Mullican</i> |
| 10:30 - 10:45 a.m. | Break | |
| 10:45 - 11:30 a.m. | The Plaza Ballroom <i>(Second Floor)</i> | Taking Care of Ourselves with Office Yoga <i>Nancy Mau</i> |
| 11:30 a.m. | Adjourn | |

2013 Schedule

MONDAY, APRIL 22

Conference Registration

Beginning at 12:00 p.m.

1:00 – 1:45 p.m.

First-Time Attendee Orientation

Catherine Fink, High Museum of Art

Jeff Petrie, The Phillips Collection

Daniel Vincent, The Metropolitan Museum of Art

1:45 - 2:00 p.m.

Break with Presenters

General Sessions

2:00 – 3:00 p.m.

Membership 101

Jamie Clements, NPO Direct Marketing, Inc.

Jennifer Thomas, Saint Louis Art Museum

This is a primer for membership management that will explore the five basic marketing strategies—onsite sales, direct mail, telemarketing, e-marketing, and grassroots—and their application to membership acquisition, renewals, and upgrade. Best practices and examples from a variety of museums nationwide will be provided. Don't miss this opportunity to learn from professionals who work toward the success of some of the best membership programs in the country.

3:00 - 3:15 p.m.

Break with Presenters

3:15 – 4:00 p.m.

Acquisition 101

Kerri Kerr, Avalon Consulting Group

Betsy Murray, National Constitution Center

David Saunders, National Museum

of the American Indian

This session provides an introduction to the essentials of a multi-channel member acquisition program. Join us as we discuss proven strategies and their associated fundraising activities, and ramp up your understanding of the member acquisition process. Learn how other museums have integrated their acquisition efforts, invested in growing their membership base, and developed a higher understanding of list markets in their respective regions.

Evening

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

5:30 p.m.

Welcome Dinner

High Museum of Art

Kick off the Conference with an opening fiesta at the High Museum of Art, the leading art museum in the Southeastern United States located in the heart of Midtown Atlanta's arts and business district. Gather for an outdoor cocktail reception on the museum's Piazza, followed by a festive Mexican inspired dinner, in celebration of our blockbuster exhibition, *Frida & Diego: Passion, Politics, and Painting*. The High is proud to be the only U.S. venue for this exhibition, which showcases 120 works of Mexico's most famous artists, Frida Kahlo and Diego Rivera. You'll have a chance to view the show before dinner and feel the spirit of Mexico in Atlanta!

Conference Registration

7:30 – 12:00 p.m.

7:30 – 9:00 a.m.

**Roundtable Discussions
and Buffet Breakfast**

**Cheap and Easy Ways to
Enhance Your Benefits Structure**

Kerstin Beyer, Walker Art Center

Corporate Memberships

Suzanne Carulo, Artistic Mag LLC

Daily Deals

Rebecca Kirkpatrick, CuriOdyssey

**Direct Mail: Newest Trends
and Winning Strategies**

Dana Hines, Membership Consultants

Double the Donation

Adam Weinger, Double the Donation

E-Techniques Demystified

Mae Daniller, Daniller + Company

**The Human Touch – Connecting with your
members in a more meaningful way**

*Mary Jane Avans, SD&A Teleservices
Mark Mitchell, SD&A Teleservices*

In-House Telemarketing

Kelli Buchan, The Franklin Institute

Museum Website Development

Rosie Siemer, fiveseed

New Building Openings: What to Expect

Jamie Newsom Eaton, Anchorage Museum

Personalize Renewal Microsites

Doug Hoogstra, Darwill

**Retaining Members during Periods
of Building Closure**

Christine Goonan, Intrepid Sea, Air & Space Museum

Simple Upgrade Techniques

Martha Ernst, Daniller + Company

Surveying Members: You Asked for It

*Fraser McDonald, Canada Science and
Technology Museums Corporation*

Survival Strategy: Changing Software

George Hambleton, Siriusware, Inc.

**Things I Wish I Knew to Do When I First
Started as Membership Manager**

*Edison Wato, Smithsonian - National Museum of
African American History and Culture*

**Working with Consultants:
Selection, Rapport, Relationship**

Debbie Merlino, DMW | Direct

Young Professional Member Groups

*Ashley Elliott and Ellen Bennett, Modern Art
Museum of Fort Worth*

Writing for Membership Campaigns

Angela Struebing, The Lukens Company

9:05 – 9:15 a.m.

Welcome

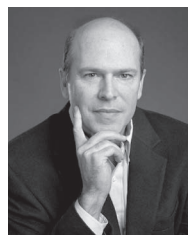
*Graham Russell, AMMC Chair
Catherine Fink, Host Committee Chair
Jeff Petrie and Daniel Vincent,
Program Co-Chairs*

9:15 – 10:15 a.m.

Keynote Address

**Customer Service: Raising the Member
Experience from the Inside Out**

David McNair, The McNair Group



With more than 80,000 current book titles focused on customer service, surely one of them has cracked the code. How can such a wealth of knowledge and experience translate to the member experience? Together let's explore the process of making an impact, building stronger relationships, and transforming the member experience from the inside out. Through this journey, filled with examples and with your participation, we will identify tailored priorities that can be implemented at your institution immediately. We will work to assemble a framework to help you find your voice, set your goals, and make an important, positive difference.

10:15 – 10:30 a.m.

Break with presenters

10:30 – 11:15 a.m.

Break-out Sessions

1) What's a Museum Shop Discount Worth? IRS Rules for Valuing Membership Benefits

Marsha Shaines, 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.

2) Museums Outside the United States: Maintaining and Increasing Membership Households

*Saundra Dobroski, Art Gallery of Ontario
Martha Henderson, Royal Ontario Museum*

Membership professionals at museums located outside of the USA encounter unique issues. Join in to discuss and share ideas on how to get around issues that may hinder us from maintaining and growing our membership households. For example, does acquiring members through direct mail make economic sense when postage costs continually increase? How does privacy legislation in your country affect outbound email communications and acquisition campaigns? Who is doing telemarketing and voice broadcasts—what’s working?

11:15 – 11:30 a.m.

Break with presenters

11:30 a.m. – 12:15 p.m.

Break-out Sessions

1) Victims of Our Own Success? What to Do With and Without a Blockbuster

*Katie Cannon, Philadelphia Museum of Art
Nitasha Kawatra, The Metropolitan Museum of Art
Halee Lynch, Desert Botanical Garden
Jocelyn Mulvaney, COSI
Daniel Vincent, The Metropolitan Museum of Art
Beth Yeagle, Philadelphia Museum of Art
Tom Zydel, Virginia Museum of Fine Arts*

Can’t live with ‘em; can’t live without ‘em—The “Blockbuster” can be a blessing and a curse. Sure, they can help us set new records for attendance, but they can be a huge strain on resources; sure they help drive membership growth, but can you realistically sustain this growth in the future?

How do you navigate through the logistics of a blockbuster (including the one you didn’t plan for!)—from direct-marketing and onsite sales to fulfillment and customer service—and what strategies can you use to maximize engagement and retention afterwards so you keep your new members engaged during more “commercially challenging” years?

From Rembrandt and Matisse to Star Wars and Titanic; and from Chihuly and Picasso to Alexander McQueen; hear how a variety of institutions managed growth and change during popular exhibitions, what challenges were faced along the way, and what was done to keep the programs going strong in the wake of these blockbusters.

2) Not Just for Kids: Engaging Adults in Family-Oriented Museums

Mary Beth Armbruster, Denver Museum of Nature & Science

Cindy Dougherty, California Academy of Sciences

Why do kids get to have all the fun at science and natural history museums, zoos, aquariums, and other museums typically viewed as “for families”? With a society of life-long learners who seek out meaningful experiences to connect, it is more important than ever for family-oriented museums to find ways to engage their adult audiences. Learn how three science museums, with very different public and member programming models, get the adults to keep coming back for more, through programming, benefits, and events. From Science of Beer lectures to Breakfast Tours to kids’ activities with no kids, find ways to engage your adult members ranging from young professionals to seniors.

12:15 – 1:15 p.m.

Lunch

1:15 – 2:00 p.m.

Break-out Sessions

1) A Focus on Donor and Member Retention

Lynne Wester, Yeshiva University

Regardless of gift size, today’s donors and members expect more than a gift receipt acknowledging their contribution. Donors and members are looking to see the impact their philanthropy and collective resources are having on the institution. As we recognize that retaining donors and members is essential for long-term success, creating robust stewardship programs for them across all levels is mission critical. In this session, we will explore the various messages and channels that have proven to be effective touches in stewardship.

2) Membership and Millennials: Engaging Generation Y

Kerstin Beyer, Walker Art Center

Lori Grecco, Indianapolis Museum of Art

Ben Whine, Solomon R. Guggenheim Museum

Have you wondered whether the concept of membership will die with our older members? Are you finding it hard to engage Gen Y members and staff? Perhaps you are a millennial who feels marginalized. The unique desires and viewpoints of over 80 million Americans born after 1980 are having an undeniable impact on society, culture and marketing. This interactive session will examine how museum membership programs can adapt and thrive in the third millennium.

3) Membership Metrics: Using Data to Drive Strategy

Brianna Lowndes, Whitney Museum of American Art

Kristen Shepherd, Los Angeles County Museum of Art

Applying data to drive strategy is best practice in the for-profit world. As museums consider how to harness data, Membership departments are a great place to start. With a large donor base and highly quantifiable practices, Membership teams are poised to go beyond diagnostic data and apply a truly analytical lens to the work. Topics will include: predictive analytics and metrics, prospect identification efforts, data visualization, and behavioral science applications for membership—and how to get started!

2:00 – 2:15 p.m.

Break with presenters

2:15 – 3:00 p.m.

Break-out Sessions

1) Resonating with Donors: Making a Personal Connection through Unique Campaigns

Kim Callahan, Seattle Art Museum
Angela Perillo, The Field Museum
Tiffany Tessada, Seattle Art Museum

How can the simple act of caring for a dinosaur or placing the name of a loved one on the museum walls connect your donors to your mission? Learn how the Field Museum and the Seattle Art Museum utilized the unique Adopt a T-Rex and Wall of Women initiatives to establish personal connections with patrons, enabling them to engage new donors, steward existing supporters, and surpass revenue goals.

2) Designing Success in Annual Funds: Inspiring Members to Give Above and Beyond Their Dues

Laura Brouse-Long, Smithsonian Institution
Nitasha Kawatra, The Metropolitan Museum of Art
Yoonhyung Lee, Smithsonian Institution
Daniel Vincent, The Metropolitan Museum of Art

Regardless of the size of our institutions, all of us have the opportunity to secure increased support from our members, above and beyond their annual membership fees, in the form of additional gifts to an unrestricted annual fund or in support through special appeals.

In this session, we will discuss the purpose of an annual fund, what best practices we should employ, and what level of participation we might expect. We will also consider logistics like what a multi-channel appeal schedule should look like (including mail, online, and telemarketing), whether it's OK to "ask early, ask everyone, and ask often", and what 'ask-string' you should use in your letters and reply devices. Most

importantly, we will ask what message we should convey to inspire our members to give more when they already give so much.

3) Multi-Channel Marketing Mania

Martha Ernst, Daniller + Company
Billy Fong, Fort Worth Museum of Science and History
Cari Maslow, Carnegie Museums of Pittsburgh

Multi-channel marketing is all the rage—and museum membership programs are finding it challenging to select the right channels for greatest effect. Spend your membership (with online banners or display ads) or maximize your Google Grant? Generate more Facebook Likes or focus on email solicitations? Use direct mail and personalize with PURLS, or are URLs sufficient? In this session tune into experts who've used multi-channels successfully and break through the hype to learn what will work for your museum.

3:00 – 3:15 p.m.

Break with presenters

3:15 – 4:00 p.m.

Break-out Sessions

1) Online Fundraising and Engagement 101: Integrating Online Efforts into Your Marketing Program

Betsy Murray, National Constitution Center
Allison Porter, Avalon Consulting Group
David Saunders, Smithsonian National Museum of the American Indian

Integrating the online channel into your fundraising and communications mix is critical. But it's also critical to apply the same direct marketing disciplines to your online program that you do in your other channels. This session will cover the basics of an online program.

2) Survey Says: Make It, Break It, or Shake It Up with Research

Mary Beth Armbruster, Denver Museum of Nature & Science

Annette Humm Keen, Keen Independent Research LLC

David Keen, Keen Independent Research LLC

Sarah Lee, Slover Linett Audience Research

Susan Webb Rawls, Museum of Science and Industry, Chicago

Blair Evans Steck, Museum of Science, Boston

Three science museums share their experiences developing member research to inform growth strategies and decisions, from pricing to benefits to hours of operation. The MSI conducted a member survey utilizing conjoint analysis to identify the most valued benefits and how much members were willing to pay. The results made a case for implementing far more drastic changes than expected, providing clarity for decisions related to pricing, positioning, investment in benefits, and making bold changes. The MoS also undertook comprehensive research, including intercept surveys and conjoint analysis, resulting in a radical departure from the typical membership model. Seven years later, the redesigned structure still proves successful, allowing for flexibility in pricing and offering new opportunities for segmentation. A recent DMNS survey revealed members' hot buttons in addition to solid demographics. Learn how DMNS is leveraging this data for institutional changes to better serve and grow its membership, as members represent 30% of the total audience served.

3) DMA Friends & Partners: Engaged Philanthropy and Free Membership

Kimberly Bryan, Dallas Museum of Art

Emma Vernon, Dallas Museum of Art

Dallas Museum of Art staff members discuss the creation and implementation of DMA Friends & Partners, an innovative new membership model advancing the notion

that participation and support are mutually reinforcing. The program features a free personal rewards system and a customizable benefit structure for all patrons. Gain insight on this unique effort to emphasize participation over the transaction-based membership model and foster engaged philanthropy from a wide range of patrons.

Evening

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

5:30 p.m.

Outdoor Reception

Atlanta Botanical Garden

You'll have an opportunity to mix and mingle in the Levy Parterre, and catch a sneak peak of the monumental living sculptures that will be featured in our highly anticipated mosaiculture exhibition *Imaginary Worlds: Plants Larger Than Life*, and interact with special puppet visitors from the Center for Puppetry Arts!

7:00 p.m.

Dine-Around at a selection of restaurants on Crescent Avenue

Atlanta has made its mark on the culinary map, so what better way to continue networking with your new membership friends than over dinner! The Host Committee has arranged bus transportation and table reservations at some of Atlanta's top restaurants on Crescent Avenue. Choose from contemporary Southern Cuisine at South City Kitchen, a taste of the Big Easy at Front Page News, Mexican fare at Tin Lizzy's, coastal cuisine at Lure and Irish pub favorites at RiRa.

7:30 - 9:00 a.m.

**Roundtable Discussions
and Buffet Breakfast**

**Best Bang for Your Buck: Providing Sales
Incentive Rewards to Frontline Staff**

*Fraser McDonald, Canada Science and
Technology Museums Corporation*

**Changing Prices and Benefits?
Don't Skip the Research!**

*Susan Webb Rawls and Sarah Lee,
Museum of Science and Industry, Chicago;
Slover Linett Audience Research*

Data-Driven Decision Making

Stephanie M. Reyes, JCA

**Digital Engagement at the Royal
Ontario Museum**

*Graham Covington, Engaging Networks
Martha Henderson, Royal Ontario Museum*

E-Renewals and Philanthropy

Katie Cannon, Philadelphia Museum of Art

**Finding Win-Win Partnerships
with Other Museum Departments**

*Stacy Rackusin, The Asian Art Museum of San
Francisco - Chong-Moon Lee Center for Asian
Art & Culture*

In-House Membership Sales: Best Practice

Celeste Cappotto, Great Lakes Science Center

In-House Telemarketing

Shirley Levitt, Philadelphia Museum of Art

Membership Math + Renewal Rate Calculation

Dana Hines, Membership Consultants

New Building Openings: What to Expect

Marianne Maxwell, The Barnes Foundation

Permanent Cards

Doug Hoogstra, Darwill

**Pros and/or Cons: Volume Sales Partnerships
(i.e., Groupon, Living Social)**

Cari Maslow, Carnegie Museums of Pittsburgh

Raising Membership Prices: When, Where, How

Lauren Joost, The Baltimore Museum of Art

**Reinvigorating Your Membership
Publications and Messaging**

Robert Halkyard, Tate Britain

Simple Upgrade Techniques

Kerri Kerr, Avalon Consulting Group

Technology that Works

George Hambleton, Siriusware, Inc.

Tying Online Social Networking to Membership

Rosie Siemer, fiveseed

**Working with Consultants: Selection,
Rapport, Relationship**

*Diane Ward, Membership Matters!
Jessica Anderson, McNay Museum of Art*

The Ideal Membership: A 5 Minute Brainstorm

John Morey, Morey Group

9:15 - 10:15 a.m.

General Session

The Art of the Membership Ask

Laura Fredricks, Laura Fredricks, LLC

Membership is monumental for any museum. How you ASK for membership can be the difference between a routine but necessary exercise and a rewarding and meaningful experience for every member. Each ask should be carefully crafted to convey that membership is a priority for the museum; that each visitor's personal investment in membership is valued; and that the community of members is a unique and very special component to the strength and success of the museum. Laura will show you how to ask in a way that will definitely energize and engage you.

10:15 - 10:30 a.m.

Break with presenters

10:30 – 11:15 a.m.

General Sessions

Membership Technology: Driving Innovation to Engage our Audiences

Yoonhyung Lee, Smithsonian Institution
Tiffany Tessada, Seattle Art Museum
Ben Whine, Solomon R. Guggenheim Museum
Tom Zydel, Virginia Museum of Fine Arts

Keeping the attention of our members on the web is a difficult task. This discussion will look at a few web-based projects focused on making an impact in this busy arena. We will examine how these collaborative projects were implemented within each institution and how they impact future membership strategy.

11:15 – 11:30 a.m.

Break with presenters

11:30 a.m. – 12:15 p.m.

Break-out Sessions

1) The State of Nonprofit Fundraising

Carol Rhine, Target Analytics,
a Blackbaud Company

What are the new trends now that the economic recession appears to be ending? Learn how current donors are behaving and find out how to identify your best member prospects. Join in an examination of the Donor Centrics Index of National Fundraising performance and Giving USA as we together discover the state of individual giving today. How far along are we in our recovery from the downturn of 2008 and what are our new challenges in 2013 and beyond?

2) Mission – Marketing – Membership: A Magic Mix for Success

Dana Hines, Membership Consultants
Karin Jaros, The Morton Arboretum
Maureen McCarthy, Saint Louis Zoo
Rosie Siemer, fiveseed

Too often our programs are siloed or do not get the internal support our membership efforts deserve. Competing for internal resources, institutional email schedules, IT and marketing resources can stifle membership's full potential. Hear about the challenges and triumphs of membership programs with a mission focus, with phenomenal marketing support and those still trying to find the right mix of Mission + Marketing + Membership success.

12:15 – 1:15 p.m.

Lunch

1:15 – 2:00 p.m.

Break-out Sessions

1) The Personal Touch: How to Maximize Visitor Conversion and Member Engagement

Peter Beard, Solomon R. Guggenheim Museum
Michael Smith, American Museum of Natural History

Are you engaging your members in a meaningful way at every visit? Are you looking to improve your on-site sales conversions? Do you want to track your existing members' visitation but don't know where to start? Do you already track onsite behavior and are looking to take your action items to the next step? Find out about all things related to on-site sales and member tracking through an informal discussion between two New York museums that will explore best practices and new developments. Learn how the American Museum of Natural History converts visitors

to members through excellent customer service and combining experimentation and tried-and-true strategies. Learn how the Guggenheim Museum developed a Member Visitation System with their existing database to track member visits, and how this information has been used to make data driven decisions.

2) Opportunities for Engagement and Revenue in the Digital Age

Renee DePietro, Longwood Gardens
Walter Lukens, The Lukens Company
Aidan Vega, The Barnes Foundation

Digital communications are becoming a key channel for reaching more diverse demographics. They also provide opportunities for organizations to affordably target a range of audiences through email, microsites, online advertising, and social media. Learn how different organizations were able to break down membership and marketing silos through integrated campaigns that enabled them to meet institutional goals, including engaging new audiences, driving ticket sales and membership revenue, gathering data, and enhancing the success of other marketing channels.

3) How to Make a Silk Purse Out of a Sow's Ear: The Trials, Tribulations, and Triumphs of Small and Mid-size Museums

Jeff Petrie, The Phillips Collection
Graham Russell, Norton Museum of Art
Ruth White, Springville Museum of Art
Suzi Woo, Modern Art Museum of Fort Worth

You've heard from the big museums, now come together with colleagues from small to mid-size 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.

2:00 - 2:15 p.m.

Break with presenters

2:15 - 3:00 p.m.

Break-out Sessions

1) Training Frontline Membership Sales Staff

Marianne Maxwell, The Barnes Foundation
Diane Ward, Membership Matters!

Explore the three "C's" of training frontline sales staff - Considerations, Content and Creativity and learn which works best for your next membership sales training. We will discuss the elements of effective training from a range of organizations and present sample formats, interactive exercises, Frontline Report Card, mystery video visits and more. Training experiences for new, experienced, and volunteer sales staff will be shared.

2) From Survive to Thrive: How Two Distinct Institutions Overcame Sustainability Challenges to Achieve Record Growth

Rebecca Kirkpatrick, CuriOdyssey
Aidan Vega, The Barnes Foundation

Both CuriOdyssey and The Barnes Foundation experienced organizational challenges that threatened their viability. In 2006, CuriOdyssey almost closed. In the following years, CuriOdyssey went through strategic changes in mission, content, staffing structure, and rebranding. These changes, together with tailored membership best practices, led to a 100% increase in membership revenue. The Barnes has a

storied history that culminated in a decision to expand to downtown Philadelphia. Through the application of proven and new methods, the Barnes' membership grew from 350 in 2009 to 25,000 in 2012, providing sustainable operating revenue. These case studies will shed light on both the challenges these institutions faced and the on-the-ground tactics that were used to achieve these successes.

3) Grand Openings and Grand Results! Generating Excitement, New Members, and New Audiences

Mae Daniller, Daniller + Company

Dana Hines, Membership Consultants

Rosie Pokrandt, History Colorado

Rosie Seimer, fiveseed

Jennifer Thomas, Saint Louis Art Museum

Great momentum is possible with the opening of a new museum, wing or expanded exhibit areas. Taking advantage of these once in a lifetime opportunities is a boon to membership, attendance and also an opportunity to change people's perceptions. Hear the stories of two medium size membership organizations and how they rode the wave of a new facility opening to greatly expand membership and revenues, while also expanding the way people perceived their institution. See the step by step processes and tactics used to get to and through two major grand openings at the Isabella Stewart Gardner Museum and the new History Colorado Center. This is a story of great planning and even more masterful implementation using all the tools in the box - strategic planning, direct mail, email, telemarketing and some bold perception-changing use of Facebook contests, mobile marketing, and social media engagement. You will also hear about a grand opening still to happen at the Saint Louis Art Museum. Also included will be a bonus "Top Ten List" of things to do before a major opening, reopening or blockbuster exhibit to get the max from your membership!

3:00 - 3:15 p.m.

Break with presenters

3:15 - 4:00 p.m.

Break-out Sessions

1) Membership as a Pipeline Through Donor Retention: You Are the One I Want

Jennifer Barton, Smithsonian Institution

Janet Hedrick, Buffalo Bill Historical Center

Colleen Morith, National Museum of African Art

The interactive session will explore how acknowledgment, recognition, and stewardship can be used to encourage members to increase their levels of membership, as well as build long-term relationships with members and donors of museums. Specific methods will be explored that go beyond the "benefits" offered at various levels. Discussion will focus on giving members a feeling of inclusion and personal ownership of the organization.

2) Digital Advertising: It's not Just for Marketing Anymore

Anthony Plamondon, The Lukens Company

Amy Radick, Art Institute of Chicago

Tiffany Tessada, Seattle Art Museum

Angela Streubing, The Lukens Company

Using the Google Ad network to advertise a big exhibit is obvious, but few organizations realize the importance of Google Grant (FREE advertising dollars!) and paid advertising to support ongoing membership and marketing efforts. We'll discuss how the Seattle Art Museum and the Art Institute of Chicago have used digital advertising and new digital strategies to generate membership and ticketing revenue. Attendees will walk away with a list of actionable items that can be immediately implemented to benefit every department within their organization.

**3) Big Ideas for Membership Marketing:
Ambassador Program, Special Recognition,
Year of the Member, and More**

Jamie Clements, NPO Direct Marketing
Kate Gleason, Saint Louis Art Museum
Shelley Wood, Exploratorium

Learn about novel, yet proven, marketing strategies for new member prospecting. Case studies from the Exploratorium in San Francisco, Miami Art Museum, Saint Louis Art Museum, and others.

Evening

Buses depart the hotel lobby beginning at 5:30 p.m.

6:00 p.m.

Outdoor Reception

Atlanta History Center

Enjoy a cocktail reception on The Smith Family Farm at the Atlanta History Center and take a step back in time to the 1860s. Mix and mingle with fellow conference goers and costumed interpreters while exploring the farm's gardens, blacksmith building, and the main farmhouse. Live bluegrass music and delicious southern food will make this an event you won't want to miss.

Dinner at your leisure

8:00 – 9:30 a.m.

Roundtables Discussions and Buffet Breakfast

Issues:

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

Stacy Rackusin, The Asian Art Museum of San Francisco - Chong-Moon Lee Center for Asian Art & Culture

Contemporary Art Museums

Kerstin Beyer, Walker Art Center

Large Museums with more than 30,000 members

Nitasha Kawatra, The Metropolitan Museum of Art

Museums that Don't Charge Admission

Julia Keller, The Walters Art Museum

Small Museums with fewer than 5,000 members

Ruth White, Springville Museum of Art

University Museums

Jennifer Long, Michael C. Carlos Museum, Emory University

9:30 – 10:30 a.m.

General Session

Legendary Service at The Ritz-Carlton

Elena Mullican, The Ritz-Carlton Hotels of Atlanta

This special session provides an overview of the core values and iconic, service-focused philosophy of The Ritz-Carlton Hotel Company. Learning objectives include insights into “The Ritz-Carlton Gold Standards”, Key Processes (“The Systems Behind the Smiles”), Employee Empowerment, and Employee and Customer Engagement—and how these can act as useful benchmarks for us as museum membership professionals.

The complete “Legendary Service at The Ritz-Carlton” program is one of several offered by The Ritz-Carlton

Company’s award-winning Leadership Center, which has welcomed thousands of senior executives, managers, and line staff from very diverse industries such as Automotive, Finance, Food Services, Healthcare, Human Resources, Retail and Transportation. The Ritz-Carlton Leadership Center’s programs are ideal for organizations looking to create sustainable change and increase employee and customer loyalty. The knowledge and information participants receive transcend all industries and levels of leadership.

10:30 – 10:45 a.m.

Break

10:45 – 11:30 a.m.

General Session

Taking Care of Ourselves with Office Yoga

Nancy Mau, Stillwater Yoga Studio

In today’s fast-paced world, yoga is a counterbalance that strengthens the body while steadying the mind, allowing us to face life’s challenges with equanimity. Working with props like chairs or even the walls of an office, many of the benefits found in classical yoga poses can be achieved. Regular practice of a few basic movements can restore strength and stamina to the body, improve posture, develop flexibility, relieve minor aches and pains, and reduce stress – leading to a higher sense of well-being.

11:30 a.m.

Adjourn

2013 Presenters

Keynote Speaker

David McNair

President

The McNair Group, LLC

David is a national speaker, author, and coach of Organizational Excellence and the Creation of Exceptional Experiences. With more than twenty years of direct corporate and non-profit leadership experience, he launched his company in 2000.

David often describes himself as “an old hospital guy” because he attributes much of his professional development to his years as an administrator in a large multi-hospital system. Today, David shares his insights, tools, and action steps with all types of organizations from hospitality and tourism, to manufacturing and financial institutions. He has worked with an array of over 25 museums, and has led more than one thousand Experience workshops to help participants unlock their potential. David has co-authored two books on creating exceptional customer experiences with endorsements from companies as diverse as The Ritz-Carlton Hotels Worldwide, Wells Fargo, zappos.com, UPS, and Ben and Jerry’s.

Mary Beth Armbruster

Director of Membership

Denver Museum of Nature and Science

Mary Beth brings 20 years experience from the museum membership world. Mary Beth developed and launched the Aquarium of the Pacific’s successful Charter Membership program, then saw it through its subsequent maturation over 10 years to a base of 40,000. In 2008, she returned to her “alma mater” museum, the Denver Museum of Nature & Science, as Director of Membership, and grew the museum’s membership by 50% to 60,000+ households, one of the largest among natural history and science museums. Currently utilizing the best of marketing and fundraising methodologies for direct mail, onsite, stewardship, and retention programs, Mary Beth continually seeks out new strategies to further strengthen and grow the base.

Jennifer Barton

Member Stewardship Coordinator

Friends of the Smithsonian

Jennifer has been working in membership fundraising for 12 years, joining the Smithsonian in 2001. She manages the benefits selection and delivery to more than 75,000 Smithsonian members across the country. Additionally, Jennifer coordinates stewardship opportunities for members, with a special focus on members of the James Smithson Society (\$2,500 - \$20,000 annually). Jennifer is also responsible for managing special high end mailings focusing on member upgrades and retention. Prior to her current role, Jennifer managed the Friends of the Smithsonian’s acknowledgments and member service programs. Jennifer came to the Smithsonian from George Washington’s Historic Mount Vernon.

Peter Beard

Associate Manager, Membership

Solomon R. Guggenheim Museum

Peter Beard manages the Guggenheim Museum’s general membership program comprised of over 10,000 member households. His current projects include member communications, retention, benefits fulfillment, event management, renewals, and processing operations. Peter has worked at the Guggenheim Museum for over five years in a variety of roles within the Development Department including planning successful donor travel programs as Travel Logistics Coordinator, and serving as the main point of contact for member relations as Membership Associate. A resident of New York City since 2003, Peter received a Bachelor of Science degree from the Fashion Institute of Technology in Museum Management in 2007. A native of Columbia, Maryland, Peter is a self-taught collage artist and the proud parent of two dogs—Inky and Aggie.

Kerstin Beyer

Associate Director of Membership

Walker Art Center

Kerstin Beyer has over seven years of experience in fundraising for non-profit organizations. She has served as the Associate Director of Membership at the Walker Art Center in Minneapolis since 2011. In this role, she leads the general membership program (\$50-\$249) and is responsible for acquisitions, renewals, communications and member relations. In addition, she plans and implements the Walker’s innovative member engagement programs such as After Hours exhibition opening parties, A Think & A Drink: Member Events, and Art School: What

the !@#\$ is Contemporary Art (co-created in 2012). Kerstin also manages the listserv for the American Museum Membership Conference and is active on the Minnesota Association of Museums program committee. Prior to the Walker, Kerstin was most recently with the Concordia Language Villages advancement office where she led the annual giving and alumni program. She holds a B.A. from Vassar College, and an M.A. in Art History from Uppsala University in Sweden.

Laura Brouse-Long

Director, James Smithsonian Society and Friends of the Smithsonian

Laura Brouse-Long directs this national annual giving program within the Smithsonian's Office of Advancement and has been with the Smithsonian since 2000. The Program hosts 85,000 member and donor households across the nation, and will generate revenues of \$13 million this year through a combination of cultivation and stewardship activities, and a comprehensive fundraising outreach with an integrated multi-channel focus. 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 client membership fundraising. Laura began her career in direct marketing and fundraising with National Public Radio and the Public Broadcasting Service. She serves on the executive board of Development and Membership for the American Alliance of Museums; the Advisory Board for the American Museum Membership Conference; and also serves as a consulting resource on building giving circles and annual giving programs for museums throughout the Smithsonian and nationally.

Kimberly Bryan

*Director of DMA Partners
Dallas Museum of Art*

Kimberly Camuel Bryan is the Director of DMA Partners at the Dallas Museum of Art. She is a graduate of the Arts Administration program at SMU, where she earned an MBA from the Cox School of Business and a Masters in Arts Administration from the Meadows School of the Arts. She started her career at the National Gallery of Art in Washington, DC. From there she moved to the Dallas Arboretum and joined the DMA in 2006, where she was most recently the Director of Donor Circle Membership. She and her husband welcomed a baby boy in August.

Kim Callahan

*Annual Fund and Membership Manager
Seattle Art Museum*

Kim manages the annual fund program, which generates \$300,000 in unrestricted revenue for the museum each year, and the member benefits, events, onsite membership sales and customer service for SAM's 41,000 member households. She established the Customer Service Center, an intra-departmental initiative to centralize SAM's customer service efforts. More recently, Kim conducted the Wall of Women campaign, a unique annual fund effort which generated over \$123,000 from 915 donors. She has been with SAM for five years, working as the Special Events Coordinator before being promoted to her current position as the Annual Fund and Membership Manager. Kim started her museum career with internships at the Denver Art Museum and the Museum of Contemporary Art, Chicago.

Rebecca Campbell

*Development Officer
Dallas Museum of Art*

Rebecca Campbell is a development officer at the Dallas Museum of Art, where she works with two young professionals programs. Previously she was the manager of donor strategies at the Freer|Sackler, the Smithsonian's museums of Asian art in Washington, D.C. Prior to starting a career in the arts, she worked for several years in healthcare marketing. Rebecca earned a master's degree in arts management from American University and an undergraduate degree in fine arts from Sewanee, The University of the South.

Katie Cannon

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

Katie has over eight years of experience in fundraising and marketing for cultural nonprofit organizations. Since 2008, she's managed member and visitor communications at the Philadelphia Museum of Art, including: all print and electronic communications to nearly 70,000 member households; the monthly multichannel renewal series; direct mail member acquisition campaigns; various promotions; and the annual fund. Previously, she was the Development Director at Main Line Art Center, and a Capital Campaign Assistant 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

*President
NPO Direct Marketing, Inc.*

Jamie Clements is Founder, President and Creative Director of NPO Direct Marketing, Inc. Mr. Clements has more than thirty years of experience in marketing and fundraising for nonprofits. He has directed thousands of direct mail, telemarketing, and e-marketing campaigns for more than 250 clients nationwide, 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. Mr. Clements is a graduate of Princeton University.

Mae Daniller

*President and Founder
Daniller + Company*

Mae has been active in the Membership and Annual Fund consulting arena for almost 25 years. Daniller + Company provides a full suite of services to its national client base of museums and non profit clients.

Renee DePietro

*Guest Admissions Operations Manager
Longwood Gardens*

Renee DePietro is the Guest Admissions Operations Manager for Longwood Gardens in Kennett Square, Pennsylvania where she oversees the admissions and membership operations. She has been with Longwood for over four years and has grown their Membership program, with the help of their strong, devoted and talented frontline team, from 25,000 to 48,000 households. Her career has been focused in membership and fundraising for over ten years and was recently expanded to include the admissions operations for Longwood's one million annual visitors.

Cindy Dougherty

*Director of Membership
California Academy of Sciences*

Cindy is a marketing professional with over 18 years of experience acquiring, servicing, and renewing new customer relationships, in both for-profit and non-profit industries. As a vice president of marketing in financial services, she developed the strategy, products, marketing, and operations plans needed for the successful launch of several co-brand partnership programs, managed a \$10 million budget, and ensured the

monthly execution of marketing campaigns. In 2010, Cindy joined the newly re-opened California Academy of Sciences as the Membership Director. She is responsible for the management of an \$8 million portfolio consisting of 57,000 member households.

Sandra Dobroski

*Membership & Group Sales Director
Art Gallery of Ontario*

Sandra joined the AGO in 2007 bringing over 20 years of direct response and database marketing experience from the for-profit sector. The Art Gallery of Ontario is one of the largest art museums in North America, with a physical facility of 583,000 square feet. The AGO expanded its facility in 2008 with an innovative architectural design by world-renowned architect Frank Gehry. Under Sandra's leadership, the AGO has grown its membership base to an all time high since the transformational re-opening of the institution in 2008.

Martha Ernst

*Vice President
Daniller + Company*

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 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 oversees the Membership Department at the High Museum of Art in Atlanta, which includes management of all member acquisition and retention efforts. She also manages the Annual Fund program and member affinity groups. Prior to the High, she was the

Senior Associate Director of Membership at the Art Institute of Chicago. After graduating from Northwestern University with a Bachelor of Science degree in Communication Studies, Catherine began her career with 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 into the nonprofit arena to apply her direct marketing background to the art museum world.

Billy Fong

*Vice President of Development and Marketing
Fort Worth Museum of Science and History*

Billy Fong has been with the Fort Worth Museum of Science and History since 2011 as the Vice-President of Development and Marketing. In this capacity, he leads all of the organization's fundraising efforts including individual giving, corporate/foundation support, general membership and fundraising events. In 2013, his team began work on the next phase of the Museum's capital campaign. Prior to joining the team in Fort Worth, Fong had positions at the High Museum of Art, Los Angeles County Museum of Art, Wadsworth Atheneum and the Dallas Museum of Art. He grew the High's Membership program from 45,000 households to a peak of 55,000 during his first year. In addition to his museum work, Fong also is a freelance style writer for Dallas' Paper City magazine.

Laura Fredricks

Laura Fredricks, LLC

Laura Fredricks is an expert philanthropic advisor, international inspirational and motivational speaker, attorney, and best-selling author. She is the owner of her own boutique consulting company, which provides training, coaching, and proven best practices to raise significant money efficiently and effectively from a variety of existing and new sources. Her current best-seller is "The ASK: How to ASK for Support for your Non Profit Cause; Your Creative Project; and Your Business Venture" (Jossey-Bass 2010). Laura's brand new E-Book, "Winning Words for Raising Money," March 2013, is Jossey-Bass-Wiley's first E-Book. For over 20 years, she has inspired and applied her winning skills in law, communications, business, and nonprofits speaking around the globe. Laura loves to share her personal life-

lessons to make the ask an empowering moment for anyone to get exactly what they want, with exciting and amazing results. Her motivational and practical asking advice have led her to a rising media career, where Laura has been featured on Katie, Better TV, Dr. Steve, CBS, ABC and Fox and within Shape, SELF, Women's Health, Wall Street Journal and Dow Jones publications.

Kate Gleason

*Membership Manager
Saint Louis Art Museum*

Kate Gleason has been working in membership at the Saint Louis Art Museum for eight years. As Membership Manager, Kate oversees all aspects of SLAM's general membership program (gifts of \$60-\$1,000; 14,000 households), including phone and mail acquisition campaigns, online giving, onsite sales, renewals, events, and the Young Friends program. With SLAM set to open a major expansion this summer, Kate recently launched the Art Ambassador campaign, a "member-get-a-member" fundraising drive that resulted in nearly 1,000 new members. Before coming to SLAM, Kate worked in development at several social service agencies in the St. Louis area.

Lori Grecco

*Assistant Director of Development
Indianapolis Museum of Art*

Lori Grecco has served as Assistant Director of Development at the Indianapolis Museum of Art since 2010, managing donor services and membership. Prior to the IMA, she worked in the Department of Painting and Sculpture at the Denver Art Museum (2008-2010) and on the development team of the Johns Hopkins University School of Advanced International Studies in Washington, DC (2004-2008). Lori holds a bachelors degree from the University of Notre Dame and a masters in art history from the University of Denver.

Janet Hedrick

*Eastern Regional Development Manager
Buffalo Bill Historical Center*

Janet Hedrick has more than 35 years of experience in development. She has served colleges, academic medical centers, healthcare systems, and museums as a development professional and consultant. She has conducted annual and capital campaigns and has developed and implemented planned giving programs. One of her areas of expertise is Donor Relations.

She is the author of *Effective Donor Relations*, one of the books in the AFP/Wiley Fundraising Essentials series. She is a frequent speaker at regional and international conferences. Ms. Hedrick is a graduate of Mary Washington College and received a Masters in Education from the University of Virginia.

Martha Henderson

*Head, Membership and Sales
Royal Ontario Museum*

Martha Henderson has been the Head of Membership and Sales at the Royal Ontario Museum for 2 1/2 years. With a background in sport and promotional marketing she has worked on developing strategic partnerships for the ROM.

Dana Hines

*President and CEO
Membership Consultants*

Dana has been active in the membership field for almost 30 years – first as a Membership Manager at the Missouri Botanical Garden and then as the founder of Membership Consultants. Dana has provided membership marketing expertise to hundreds of museum and membership organizations over the 25 years in business. Providing direct mail, telemarketing, membership audits and analysis and a whole suite of membership services, Dana and her consultant teams have helped programs grow and thrive.

Karin Jaros

*Head of Membership and Annual Fund
Morton Arboretum*

Karin has been active in the marketing world in the non-profit and entrepreneurial sector. She has served the Morton Arboretum's membership program for the past 6 years overseeing significant expansion of the Arboretum's membership program and revenue support.

Nitasha Kawatra

*Membership Officer for Marketing
The Metropolitan Museum of Art*

Nitasha Kawatra joined The Metropolitan Museum of Art as Membership Officer for Marketing in 2010. She works on a broad portfolio of marketing and communications initiatives to acquire, engage, and retain the Museum's base of over 160,000 Members. As part of the department's multi-channel marketing efforts, she oversees its complex and financially successful email program, and plays a leading role in the department's presence in all digital channels.

She also manages the Museum's growing Young Members program, which engages young friends through a series of social and educational events throughout the year. Nitasha began her career in Membership in 2008 as Assistant Membership Manager at the Brooklyn Museum, where she helped manage the experience of close to 10,000 Members. Prior to the Brooklyn Museum, Nitasha worked at Academic Arrangements Abroad as Tour Coordinator and Tour Director for educational travel programs specially designed for museum members and university alumni. Nitasha graduated with a Bachelor of Arts from Bowdoin College.

Annette Humm Keen

*Principal
Keen Independent Research*

Annette Humm Keen is a Principal of Keen Independent Research of Denver and Wickenburg, Arizona. She examines membership issues for museums and other membership organizations nationwide. Annette also has special expertise in communications research and program implementation. Her clients include Museum of Science Boston, Philadelphia Museum of Art, History Colorado, Association of Zoos and Aquariums, Higher Education Resource Services and California Retired Teachers Association. Recent membership recommendations have been implemented by Smithsonian National Zoo. Annette earned a graduate degree from Harvard University.

David Keen

*Principal
Keen Independent Research*

David Keen is a Principal of Keen Independent Research with offices in Denver and Wickenburg, Arizona. For 25 years, he has helped arts and cultural institutions better understand their customers and design and market membership programs. He recommended a new membership structure for the Museum of Science in Boston that increased revenue by \$300,000 in its first year. Some of his other clients include the Philadelphia Museum of Art, the National Underground Railroad Freedom Center and the Kansas State Historical Society. He researched museum-going for the National Endowment for the Arts. Dave has a Master's degree from Harvard University.

Kerri Kerr

*Senior Vice President
Avalon Consulting Group*

Kerri Kerr is Senior Vice President at Avalon Consulting, a full-service agency dedicated to helping progressive nonprofit and political organizations maximize their fundraising results—in the mail, on the phone, and online. Prior to joining Avalon, Kerri was Manager of Annual Giving Programs at The John F. Kennedy Center for the Performing Arts where she honed her fundraising management abilities and developed her expertise in benefits- and mission-based offers, high-dollar and event fundraising, and donor relations consulting. Kerri's analytical expertise combined with her creative writing background help her produce some of Avalon's most successful breakthrough direct mail packages and fundraising campaigns.

Rebecca Kirkpatrick

*Membership Manager
CuriOdyssey*

Rebecca Kirkpatrick has been working in the membership field since 2008. She has specialized in organizations seeking significant growth in membership revenue. She is currently the Membership Manager at CuriOdyssey, where she has led an effort that increased membership by 30% in one year, achieving the science museum's highest ever membership revenue, achieved through measured risk-taking, creative problem solving, a focus on intra-department and cross-department collaboration, and a laser focus on key performance indicators.

Sarah Lee

*Vice President for Arts and Culture
Slover Linett Audience Research*

Sarah works with arts organizations, museums and informal learning environments, and other cultural nonprofits. She guides the firm's evolving exploration of audience issues in these sectors and designs research and evaluation studies that create new knowledge about engagement for individual cultural organizations and the field at large. Sarah oversees a wide range of studies involving current and potential cultural audiences, from branding, marketing, and donor research to programming, technology, and education evaluation. A thought leader in audience research for arts and culture, Sara speaks frequently at conferences.

Yoonhyung Lee

*Director of Digital Media Philanthropy
Smithsonian Institution*

Yoonhyung Lee is Director of Digital Media Philanthropy for the Smithsonian since February 2012. From integrated email campaigns to the growth of mobile and social media fundraising best practices, Yoon cultivates engagement with the Smithsonian's diverse audiences to facilitate donations through digital media. Previously, she was director of digital media fundraising for KQED (NPR / PBS station, San Francisco) where she pioneered new fundraising strategies for the station, including mobile text solicitations, micro-donations, social coupon sites, and the Pledge-Free Stream. Yoon dedicates her spare time to following the Red Sox and Patriots, and lives with her husband and two-year old daughter in Virginia.

Brianna Lowndes

*Senior Manager of Membership & Annual Fund
Whitney Museum of American Art*

Brianna Lowndes serves as the Senior Manager of Membership & Annual Fund at the Whitney Museum of American Art, where she uses data analytics to illuminate trends and to help ensure that strategy is sound. Brianna studied at Williams College and holds a B.A. in Sociology, Anthropology and Psychology. Brianna applies insights from these disciplines to help to influence decision making in the membership space. She also has an interest in leadership studies and was selected for the Fellowship for Emerging Leaders in Public Service at NYU in 2011.

Walter Lukens

*Founder and President
The Lukens Company*

Walter founded The Lukens Company in 1986, and the company has grown and expanded significantly in the years since, due in large part to his passion for 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. He is a past board member of The Alexandria Country Day School and of the Northern Virginia Youth Lacrosse League.

Halee Lynch

*Membership Manager
Desert Botanical Garden*

Halee Lynch holds a Marketing degree from Arizona State University. She joined the Desert Botanical Garden staff in Phoenix, AZ as the Membership Manager in 2008 and enjoys working in such a beautiful setting. Since working at the Garden membership base has increased from 18,000 to 28,000, with the help of 6 seasonal member services associates and 60 membership volunteers. She came to the Garden from Arizona Science Center where the membership base was increased from 10,000 to 16,000. Halee has lived through the blockbuster exhibitions Chihuly, Body Worlds and Titanic.

Cari Maslow

*Senior Director, Donor Relations and Membership
Carnegie Museums of Pittsburgh*

Cari has more than 25 years of experience in non-profit management. She has worked in the arts, social services and education holding roles in development, marketing, information systems and financial management. Maslow has served a total of eight years at Carnegie Museums. She has held her current post since 2011, in which she oversees the membership and donor relations programs as well as the financial management and operation of a 40-person development department. Her specialization is the application of data driven techniques to improve fundraising success. She holds a master's degree from the H. John Heinz III College at Carnegie Mellon University and a bachelor's degree from Boston University.

Marianne Maxwell

*Membership Program Coordinator
The Barnes Foundation*

Marianne has been at the Barnes Foundation since 2012. Prior to the Barnes, she worked as the Membership Manager at the Pennsylvania Academy of the Fine Arts.

Maureen McCarthy

*Manager, Membership Programs
St. Louis Zoo*

Maureen joined the Zoo as Membership Manager after a successful career in the for profit sector at one of the world's premiere marketers - Anheuser-Busch. Maureen brought her marketing experience to the Zoo and has experienced great success in membership growth thanks to the Zoo's commitment to providing phenomenal marketing support to its membership program. Maureen oversees membership and the animal adopt program.

Nancy Mau

*Attorney and certified Iyengar Yoga instructor
Stillwater Yoga Studio, Atlanta*

Practicing 20 years, she has studied with the most inspiring yoga teachers in the country and has traveled to India five times to study directly with the world renowned Iyengar family.

Colleen Morith

*Membership Coordinator
National Museum of African Art*

In Colleen's role, she oversees the entire membership program and develops fundraising initiatives to engage new audiences. She has over 10 years of fundraising experience in a variety of roles from membership to major gifts for notable organizations like The George Washington University, The Society of the Cincinnati, and the Center for Advanced Study in the Visual Arts at the National Gallery of Art. She received her MA in Museum Studies at The George Washington University and her BA in Art History at Salem College.

Elena Mullican

*Area Director of Sales and Marketing
The Ritz-Carlton Hotels of Atlanta*

Elena earned her degree in theater and English at James Madison University in Virginia. She transitioned her passion for theater into a stellar career with Ritz-Carlton, creating parties and special events for the company's hotels in Los Angeles and Washington, D.C. before moving to Atlanta as director of catering sales at The Ritz-Carlton, Buckhead. While at Buckhead, Elena created the hotel's signature contemporary etiquette program for children, teaching confidence, the new fundamentals and the timeless importance of it all, based on the hospitality basics of The Ritz-Carlton. In 2009, Elena was recognized by the Marriott International Bridges Foundation for her leadership in developing etiquette training for high school students. Elena is also a cultural ambassador for the prestigious Ritz-Carlton Leadership Center, the resource for organizations interested in benchmarking the business practices of The Ritz-Carlton Hotel Company, L.L.C. Today, Elena is area director of sales and marketing for The Ritz-Carlton, Atlanta and The Ritz-Carlton, Buckhead, with responsibility for devising strategies, programs and partnerships for these vibrant hotels. Elena resides in Atlanta with her husband Steve and her daughters, Shelby and Emily.

Jocelyn Mulvaney

*Director of Membership
COSI*

Jocelyn has helped lead COSI's membership program of 20,000+ member households since 2005. Over the past 7 years, the number of member households has increased by nearly 40% while annual member attendance has grown by 80%. While at COSI, Jocelyn has been a part of blockbuster exhibits including Titanic, Star Wars, and Body Worlds & the Brain and is currently gearing up for Mythbusters: The Explosive Exhibition this summer. Jocelyn holds a BA from Cedarville University and worked at various non-profits prior to joining COSI. COSI, the Center of Science & Industry, is located in Columbus, Ohio.

Betsy Murray

*Director of Membership
National Constitution Center*

Betsy Murray is Director of Membership at the National Constitution Center (NCC), a museum and education center in Philadelphia dedicated to the U.S. Constitution. She has been working for Development at the Center since the Center opened in 2002. Prior to her work at the NCC, Betsy was Deputy Director of the Governor's Southeast Regional Office under the administration of Tom Ridge. Betsy graduated from Allegheny College in 1998 with a B.A. in Political Science. She currently lives in Wynnewood, Pennsylvania with her husband and two children.

Allison Peck

*Head of Public Affairs and Marketing
Smithsonian Arthur M. Sackler Gallery & Freer
Gallery of Art*

Allison Peck is the Head of Public Affairs and Marketing for the Freer|Sackler, the Smithsonian's museums of Asian art in Washington, D.C., overseeing all strategic marketing, public communications, media relations and advertising for the museums' exhibitions and programs. She has a MA in Arts Administration from American University in Washington, D.C., where she is a guest lecturer, and an undergraduate degree in Art History and Strategic Communications from the University of Wisconsin-Madison.

Angela Perillo

*Member Benefits Manager
The Field Museum*

Angela Perillo has worked with The Field Museum for seven years and is currently the Member Benefits Manager in the Membership Department. During her time at The Field Museum, Angela has assisted in a 26% increase in member base growth, and increased revenue by 29% with a 53% renewal rate of members. Angela has also successfully managed member events including Lecture Breakfasts and Members' Nights with the largest attended being at 17,000 member and guests. Recently, Angela launched the Adopt a T. rex program in 2012 which has generated an additional \$43,000 for fiscal year 2012.

Jeff Petrie

*Director of Membership
The Phillips Collection*

Jeff Petrie started his art museum career at the Frye Art Museum in Seattle, then spent eight years at the Fine Arts Museums of San Francisco, during which time he worked with the team that opened the rebuilt de Young museum in Golden Gate Park. Now in his thirteenth year in membership, he is starting his sixth year as the Director of Membership at The Phillips Collection in Washington, DC. Jeff is Program Co-Chair for this year's conference, serves on the AMMC Board, and is Co-Chair of the Eastern Museum Membership Directors Group. He is a graduate of the United States Naval Academy in Annapolis, and served in Operation Desert Shield in the Persian Gulf in 1992.

Anthony Plamondon

*Vice President, West Coast Operations
The Lukens Company*

Anthony is a graduate of the University of Michigan at Ann Arbor. Prior to joining The Lukens Company, Anthony served as the Director of Membership and Development Operations at the Museum of Contemporary Art, Los Angeles (MOCA). While at MOCA, he headed a team of membership and data specialists and increased membership while reducing costs. Prior to his time at MOCA, Anthony worked for a variety of organizations that focused on nonprofit fundraising, with a specialty in telemarketing. As Vice President of SD&A Teleservices, Anthony oversaw operations for clients in both the political and arts communities.

Allison Porter

*President
Avalon Consulting Group*

Allison Porter is the Co-Founder and President of Avalon Consulting, a full-service agency dedicated to helping progressive nonprofit and political organizations maximize their fundraising results—in the mail, on the phone, and online. Drawing on more than 18 years of direct marketing agency experience, and a background in university development and public relations, Allison has been instrumental in Avalon's growth as an agency over the past few years. Under her leadership, Avalon's analytical, strategic, and creative capabilities set the standard for progressive marketing and fundraising. As a former board member of the Association of Fundraising Professionals and a past president of the Women's Direct Response Group of Washington, Allison is passionate about the profession of fundraising and the role of women in that profession. She is a frequent speaker at industry events – recognized across both the nonprofit and fundraising industries for her strategic leadership and integrated, multi-channel approach to client programs. Allison has taught a number of courses on direct response fundraising, and she is a founding member of the Integrated Marketing Advisory Board (IMAB).

Amy Radick

*Director of Membership and Annual Giving
Art Institute of Chicago*

Amy Katherine Radick is the Director of Membership and Annual Giving at the Art Institute of Chicago, the second largest art museum in the United States. Prior to joining the Art Institute, Radick worked for nearly a decade in account management, media strategy and sponsorship in the advertising agency environment, where she mastered the skills of marketing, advertising, public relations and fundraising while handling some of the nation's most recognizable brands. She first became a volunteer at the Art Institute in 2002. Hired in 2003 to build a sponsorship team at the museum, Radick was promoted to manage all corporate giving in 2006 as the Associate Director of Corporate Giving. Shortly after the opening of the Modern Wing in 2009, Radick was promoted to her current position where she manages the museum's 95,000 members and annual unrestricted funds. Radick holds a Bachelor of Science with honors in Journalism from Ohio University.

Susan Webb Rawls

*Director of Membership
The Museum of Science and Industry, Chicago*

Susan has focused on the care and growth of all aspects of museum membership programs for most of her career. She joined MSI in 2006, where she directs all channels of membership fundraising, member events, member customer service and membership research. Previously, Susan was Director of Membership with The Field Museum for nearly 11 years. Between the two institutions, she has planned and implemented many successful multi-channel membership campaigns in support of prominent touring exhibitions. Earlier, she was Director of Development with The DuSable Museum of African American History in Chicago.

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 more than 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.

Graham M. Russell

*Associate Director of Development
Norton Museum of Art*

Graham Russell began her career at the Norton Museum of Art over 25 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 AMMC Board.

David Saunders

*Director of Membership
Smithsonian 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 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.

Kristen A. Shepherd

*Associate Vice President, Membership
Los Angeles County Museum of Art*

Kristen Shepherd (formerly Denner) is an arts professional whose background in fine arts and business informs her creative, entrepreneurial approach to solving business challenges. Ms. Shepherd recently joined the Los Angeles County Museum of Art where she serves as LACMA's Associate Vice President of Membership. She relocated to Los Angeles after more than 4 years at the Whitney Museum of American Art, where she launched the Whitney's innovative and award-winning "Curate Your Own Membership" program. Prior to her work at the Whitney, she had a successful 10-year career at Sotheby's auction house, where she led special projects in New York and London. Ms. Shepherd holds

B.A. and M.A. degrees in History of Art, and was selected as a Marshall Memorial Fellow by the German Marshall Fund in 2010.

Rosie Siemer

*Principal
fiveseed*

Rosie has led innovative marketing and communications initiatives across numerous industries. Her background includes tenure as a consultant for a full-service advertising agency specializing in higher education, where she developed integrated marketing campaigns for top institutions across the U.S. As a recognized expert in branding and digital marketing, she is frequently invited to facilitate workshops and speak on the topics of mobile marketing and social media. Rosie serves as a board member with the Rotary Club of Five Points Cultural District; and is an instructor at the World Trade Center Institute and the Colorado Nonprofit Association.

Michael Smith

*Associate Director of Membership
American Museum of Natural History*

Michael J. Smith has over 16 years of experience managing direct marketing and fundraising operations in cultural institutions and has been the Associate Director of Membership at the American Museum of Natural History for six years. Prior to joining the Museum in 2007, he held positions at The Morris Museum, The Waterloo Foundation for the Arts, and The Academy of American Poets. Michael received his BA in History and Medieval Studies from Moravian College.

Blair Evans Steck

*Manager of Membership
Museum of Science, Boston*

Blair has worn many hats in the advancement world. Beginning at the Museum of Science in Special Events and then Annual Giving, Blair moved to fundraising for the art world, social services, and hospital settings. Returning to MoS in 2010 as the Membership Manager, Blair strengthened the membership base to a consistent 50,000 member households, grew the automatic renewal program to a whopping 44% overall enrollment, and is currently developing a groundbreaking approach to developing member loyalty. Blair believes that a strong membership program depends on continuous refinement of member programs and processes, regular inspection of member data and metrics, and strategy development that is informed by inter-department collaboration.

Angela Streubing

*Vice President, Client Services
The Lukens Company*

Angela directs strategy for all non-profit accounts including Guggenheim, Art Institute of Chicago, Pacific Science Center, and Woodland Park Zoo. She attended Case Western Reserve University where she received a degree in Environmental Geology and Economics. Outside of her work for The Lukens Company, Angela founded a non-profit, Next Step, to help young women advance their careers.

Tiffany Tessada

*Director of Membership and Annual Giving
Seattle Art Museum*

As the Director of Membership and Annual Giving, Tiffany oversees a program consisting of over 43,000 member households (ranging from \$30 Student level to \$100,000 Visionary Circle level) generating 25% of the museum's operating budget. Tiffany began her museum career with SAM over 12 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. Ten years ago, she was promoted to Membership Manager, and in 2008 added to her title Associate Director of Development, Membership and Donor Services. Most recently she has taken on overseeing the museum's Annual Fund and the upper level membership program, Contributor Circles. 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.

Jennifer Thomas

*Director of Annual Programs
Saint Louis Art Museum*

Jennifer Thomas joined the Saint Louis Art Museum as Membership Director in 2003 and has more than 15 years of development and membership experience with non profit arts organizations. Currently, Jennifer oversees a program that includes direct mail, telemarketing, on-site sales, art interest groups, the fundraising auxiliary board, a young professionals group, and the Museum's biennial Gala. She is also currently leading the public phase of the Museum's \$145 million capital campaign. Prior to joining SLAM Jennifer worked with several performing arts organizations including The Cleveland Orchestra and the Virginia Symphony. Jennifer holds a B.A. from Truman State University and an M.P.A from Cleveland State University with a certificate in non profit management.

Aidan Vega

*Membership Manager
The Barnes Foundation*

Aidan oversees the membership program at the Barnes Foundation in Philadelphia. She has stewarded the program from 1,000 member households in 2009 to 25,000 in 2012, following the opening of the new building. She continues to strategize to maintain the success of the opening through renewals, upgrades and continued acquisition. Prior, Aidan worked as the Membership Sales and Services Manager at the Philadelphia Museum of Art where she consistently increased the onsite conversion rate and assisted in bringing the membership count from 40,000 in 2005 to 66,000 in 2009. In 2011 Aidan received her MS in Arts Administration from Drexel University.

Emma Vernon

*Manager of DMA Partners
Dallas Museum of Art*

Emma Vernon is the Manager of DMA Partners at the Dallas Museum of Art where she is currently assisting in the development and implementation of an exciting new membership model that focuses on personalized engagement. With degrees in both Art History and Government from the University of Texas, Emma brings a unique perspective to the role that both art and art museums play within the community. Prior to joining the DMA in 2010, Emma worked in administration with several political non-profit organizations.

Daniel Vincent

*Deputy Chief Membership Marketing Officer
The Metropolitan Museum of Art*

Daniel Vincent has worked in membership and development for almost 20 years. Dan began his museum career at the Museum of Fine Arts, Boston, where he helped membership grow to more than 100,000 households. Dan redeveloped and expanded the individual support programs at The Frick Collection, he managed the Annual Fund at New York University's Stern School of Business, and was the Director of Development and Finance at The New York Landmarks Conservancy. Since 2008, Dan has been in charge of membership marketing and communications at The Metropolitan Museum of Art, where he helps raise \$28 million from more than 160,000 member households. Dan received a B.S. in International Affairs from Georgetown University's School of Foreign Service and an M.A. in Arts and Humanities and a Graduate Certificate in Hospitality Industry Studies from New York University.

Diane Ward

*President
Membership Matters!*

With 25 years of experience Diane Ward, founded Membership Matters! recognizing changes in database technologies and opportunities for nonprofits to build membership as a viable source of revenue. Services include “getting organized” ... from data processing and reports to managing complex acquisition and retention efforts with ease and accuracy. Interactive learning focuses on “building internal expertise” in more challenging areas like budget projections, cost analysis, frontline sales training and demonstrating the impact of membership. Beyond the numbers, Diane assists staff in “thinking strategically” about future growth, strategic business planning or rethinking and exploring new membership models and infrastructures for success.

Joan Welcker

*IT and Membership Manager
Michener Art Museum*

Joan Welcker is the Membership & IT Manager at the James A. Michener Art Museum. With over 20 years of experience in Development she started the museum’s annual fund campaign, assisted with capital campaigns, developed museum events and installed and continues to maintain the Museum’s technology infrastructure. She develops and supervises all functions of membership programs: marketing, stewardship, processing, database management, programmatic & event registrations. She also develops the museum technology strategic plan, manages the maintenance of the museum’s LAN, trains employees, supports computer software and assists with all departments technology requirements.

Lynne Wester

*Director of Stewardship and Donor Recognition
Yeshiva University*

Lynne Wester is the Director of Stewardship and Donor Recognition at Yeshiva University in New York City and is responsible for designing, implementing and coordinating a comprehensive stewardship and donor recognition system that appropriately and consistently promotes engagement with and recognition of donors at all levels. In addition to her work responsibilities, Lynne is a frequent conference speaker and well known resource for donor relations and fundraising expertise. She has been featured in The Washington Post, CURRENTS magazine, The Chronicle of Philanthropy and other industry publications. Lynne also created the website and

blog www.donorrelationsguru.com where she shares her expertise, opinions, and collections of samples on a variety of topics to the greater development world and hosts a monthly webinar series. Using her expertise and hands on approach, she works with many organizations to help them keep their focus donor driven, technologically savvy, strategic, and always with a splash of good humor. She received her undergraduate degrees from the University of South Carolina and is a loyal gamecock alumna, donor, and fan. She is currently pursuing her master’s degree in strategic fundraising and philanthropy.

Ben Whine

*Director of Individual Development, Membership
and Annual Fund
Solomon R. Guggenheim Museum*

Ben Whine is Director of Individual Development, Membership and Annual Fund at the Solomon R. Guggenheim Museum in New York. He oversees the museum’s membership and annual giving programs, with a focus on growing the institution’s family of engaged donors. 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.

Ruth White

*Assistant Director of Operations
Springville Museum of Art*

Ruth 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) in the past few years. 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 has managed the Membership and Special Events department at the Modern for the past thirty 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. December 2012 marked the tenth anniversary of the Modern's Tadao Ando building. In celebration, Suzi helped coordinate and execute the Tenth Anniversary Gala which was a hugely successful fundraising effort and truly memorable special event. Suzi, co-hosted the 2006 membership conference, in conjunction with other local museums, and she remains actively involved in its programming.

Shelley Wood

*Membership Director
Exploratorium*

Originally from the UK, Shelley earned her Masters in International Business in London before moving to San Francisco, where she led the Marketing team at the Aquarium of the Bay. She joined the Exploratorium in 2006 and currently oversees the community phase of the museum's capital campaign as well as the charter acquisition campaign for the new Exploratorium. The Exploratorium opened to the public on April 17, 2013, at its new waterfront home on San Francisco's historic Embarcadero.

Beth Yeagle

*Director of Membership
The Philadelphia Museum of Art*

Beth's background is in marketing for arts organizations including the Kennedy Center for the Performing Arts, the Minnesota Orchestra, Arden Theatre Company, and the Philadelphia Museum of Art, where she has been the Director of Membership for the past three years. She has

also worked for commercial enterprises, including Hershey Entertainment and Resort Company, and Sesame Street Live, where she toured the country as a promoter with Elmo and Big Bird. She graduated from Penn State University and likes anyone British, reading, going to plays, opera, and, sadly, Days of our Lives.

Tom Zydel

*Membership Manager
Virginia Museum of Fine Arts*

Tom has been the Membership Manager at the Virginia Museum of Fine Arts in Richmond, Virginia since October 2011. Before arriving at VMFA, he spent five years in Membership at The Metropolitan Museum of Art followed by a year as the Digital Marketing Coordinator at the Institute for Advanced Architecture of Catalunya in Barcelona, Spain.

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 | 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 |

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| Amon Carter Museum Dallas Museum of Art Kimbell Art Museum Modern Art Museum of Forth Worth | Dallas and Forth Worth, TX | 2006 |
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| Asian Art Museum Fine Arts Museums of San Francisco San Francisco Museum of Modern Art | San Francisco, CA | 2007 |
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| Museum of New Mexico Foundation | Santa Fe, NM | 2008 |
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| New Orleans Museum of Art Historic New Orleans Collection New Orleans African American Museum 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 |
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| 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 |
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| Atlanta Botanical Garden Atlanta Contemporary Art Center Atlanta History Center Booth Western Art Museum Fernbank Museum of Natural History High Museum of Art Michael C. Carlos Museum Tellus Science Museum | Atlanta, GA | 2013 |
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Membership Resources

Publications

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| 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) |

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| 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

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| 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 logo features the acronym "AMMC" in large, bold, blue capital letters, followed by the year "2013" in a smaller, blue font. A thin, grey, semi-circular arc arches over the text. Below the acronym and year, the words "American Museum Membership Conference" are written in a smaller, grey font, with "Museum Membership" in bold blue.

AMMC 2013
American **Museum Membership** Conference

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.

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