



DMA Friends and Partners:
Engaged Philanthropy and Free
Membership

BACKGROUND

A Return to
Free General Admission

Free General Admission

The Dallas Museum of Art's move to free general admission in 2013 can be explained very simply: the DMA values the participation of the public more than we value the modest return realized from paid general admission... Our model is closer to that of a public library: we receive substantial philanthropic support from generous individuals, government agencies, foundations, and corporations, and we serve the public by seeking an educational outcome, not a commercial one.

– Maxwell L. Anderson

Our Museum is Everyone's Museum

- Shift in philosophy from top down
- We no longer ask “Are you a member?” at points of sale
- *Everyone* belongs here



Financial Realities

Less than 4% of revenue comes from paid general admission



Financial realities

Expectation of enhanced earned revenue from other sources (café, store, special exhibition tickets, etc.)

Total Rewards redeemed by Type

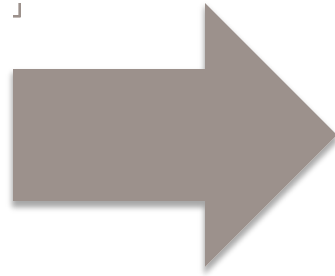
Reward	Total Count
Free Parking	292
Discount in the Museum Store	176
Free Catalogue	112
Discount in the DMA Cafe	106
One Special Exhibition Ticket	41
One Free Ticket to a DMA Lecture or Film	40
Free DMA Class or Workshop for One	7
Cindy Sherman Exclusive Preview Days	5
Cindy Sherman Opening Reception	3
Be a DMA Partner	3

Financial realities

Increased philanthropic support from corporations, foundations, government entities and individuals (major gifts model and DMA Partners)

DMA Friends & Partners Building on Success

**Tradition
al
Members
hip
Model**



Points
Free
Membership
Rewards
Patrons
Philanthropy
Recognition

DMAfriends

**Gather
Data**

**Engage
Users**

**Incentivize
Participation**



Gather Data

Goals

Understand how the Museum is used

Improve offerings to match participation

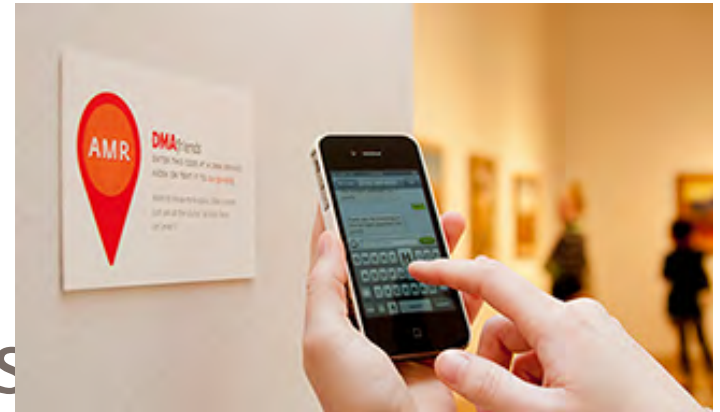
Measure impact of efforts to

diversify participation

Tools

Account creation –
Required v.
Optional

Visitor input –
Activity codes entered at



Engage Users Goals

Accessible paths to
initial participation
Prompt diversification
of participation
Heighten depth of
participation



Tools

Badges – bundles of
activities with
range of difficulty

Mobile Art Carts

Activity curation

1. Anyone can earn
 2. Participants Earn
 3. Active
- Participants earn



Incentiviz e Participati on Goals

Show appreciation
to participants

Inspire value-driven
visitors to
participate

Create natural steps
for increased
engagement

Cycle of

	<p>One Special Exhibition Ticket</p> <p>Receive one free admission to a DMA ticketed exhibition.</p> <p>3,000 Points</p>
	<p>Into the Deep</p> <p>Join other DMA Friends to tour the deep recesses of the DMA's collection and art storage.</p> <p>Only 4 Left</p> <p>25,000 Points</p>

Tools

Economy of Points

Value of activities

Value of rewards

Rewards

Transactional

Boutique/
whimsical

Access to Partner
programs

DMApartners

**Fundamental shift away
from a transactional
model of membership**

**How do we get our \$40-\$500
members to start seeing
themselves as philanthropists
instead of consumers?**

Treat them like

Philanthropists

Apply the principles of a traditional donor society to ALL donors

- Eliminate the most transactional levels
- Create ‘basic benefits’ that all donors receive

All DMA Partners Receive:

- Free parking in the Museum’s underground garage (*during Museum hours, based on availability*)
- Free admission for four per day to ticketed special exhibitions
- Admission for two to opening receptions and special events
- 10% discount in the Museum Store and DMA Cafe
- Admission to exhibition preview days, quiet viewing hours, and special family hours

Treat them like

Philanthropists

Customize benefits.

Connect them to things they care about most

DMA Partners Custom Options

- Built on existing interest groups available to all levels
- Use events as opportunities to showcase what philanthropy supports

Choose your additional benefits below:

- Free admission for two additional guests to special exhibitions and opening receptions (*DMA Partner must be present*)
- Six guest passes to special exhibitions to share with friends, family members, or caregivers
- European Art Focus
- American Art Focus
- Decorative Arts and Design Focus
- Contemporary Art Focus
- World Art and Archaeology Focus
- Performing Arts Focus
- Behind the Scenes
- Creativity and Innovation
- Book Talk
- Kids Club
- Choose to waive custom options to increase the tax deductibility of your gift.

Treat them like Philanthropists.

Cultivate based on
individuals

- Retrain staff to build relationships – not just sell
- Communicate what they're supporting in every interaction
- Facilitate unique experiences



A couple concessions...

Senior rate

Continue recognizing gifts from individuals on a fixed income

Councils

Recognition of major gifts for general operating support

Making it Happen

Public Announcement

- Press Preview held November 27, 2012
- Announced new brand and logo
- Announced new website (DMA.org)
- Announced free general admission
- Announced “free membership” i.e. DMA Friends
- Announced DMA Partners



Implementation

- Folded Donor Circle (upper level membership) and general membership programs together
 - Combined monthly renewal processes and other communications under one DMA Partners department
 - Maintain a distinction between lower level Partners and higher level Premier Partners

Implementation

- Upgraded all members to category above where they had been giving
- Email to each individual level regarding specific changes

Implementation

- Hardcopy announcement mailed a few days in advance of the launch date
- Changes referenced in renewal letters and onsite after public announcement

Challenges and Opportunities

Challenges and Opportunities

- Rumors of free general admission started several months in advance of public announcement

Challenges and Opportunities

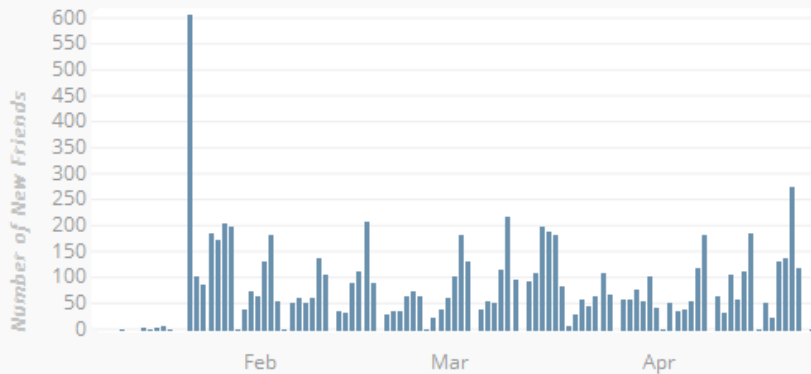
- Upgrade was done proactively to head off concerns
- Raiser's Edge and Friends databases don't speak to each other

Challenges and Opportunities

- Complicated and convoluted message(s)
 - Made several major changes at once and our visitors and Partners are still figuring them out
 - “Free membership” was confusing
- Timeline
 - It was all done very quickly

Looking Forward

Number of New Friends Per Day



Number of Friends

8,218

Total Number of DMA
Friend Points

8,401,730

Number of
Rewards

791

Number of Badges

19,263

Total Number of
Check-Ins

16,943

DMAfriends

Improve Technology

Speed

User experience

Web portal expansion

Mobile access

Open source release

Encourage deeper system exploration

Email communication

Onsite direction

Programming



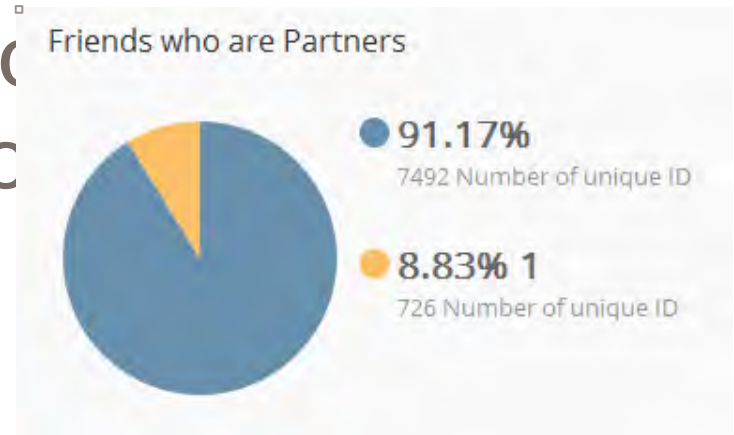
DMA partners

Satisfaction assessment

Continued relationship building

Database communication improvements

Utilize Friends system to
learn what Partners do



Learn about patterns that lead to giving

Questions?