



**DIRECTOR OF MEMBERSHIP
THE MUSEUM OF MODERN ART
New York, New York**

[MoMA](#)

MoMA

The Aspen Leadership Group is proud to partner with The Museum of Modern Art in the search for a Director of Membership.

The Director of Membership will lead an already successful membership program, with a team of approximately 17, through its next phase of growth. A primary goal for The Museum of Modern Art (MoMA) in looking ahead over the next five years (past the opening of a renovated and expanded facility in 2019) is the optimization of its membership program within larger institutional goals around revenue, reputation, community, and experience. Having completed a strategic plan that is in the process of being implemented, MoMA is looking for an enthusiastic, driven candidate who will both lead and complete the implementation of this plan and develop further growth opportunities from both an audience engagement and financial standpoint. This candidate will partner with key colleagues across the institution to accomplish the Museum's goal of growing and optimizing the membership program.

MoMA members are a deeply engaged audience who are committed to supporting the mission of the institution. The Director of Membership must display a strong understanding of philanthropy and how to communicate the value of the intangible and tangible benefits of MoMA membership. The Director of Membership will partner closely with colleagues responsible for leading fundraising groups to implement a growth strategy for the membership cohorts at the upper levels of giving.

MoMA is a place that fuels creativity, ignites minds, and provides inspiration. With extraordinary exhibitions and the world's finest collection of modern and contemporary art, MoMA is dedicated to the conversation between the past and the present, the established and the experimental. Its mission is helping people understand and enjoy the art of our time—to be the most engaging museum of modern and contemporary art for everyone. MoMA is currently completing a construction project that adds 30% more gallery space; the expanded Museum will reopen in 2019 and display its collection in new and exciting ways.

In the last year, MoMA has engaged an audience of over 40 million worldwide across all channels (onsite visitation, membership, touring exhibitions, retail stores, online, social media, email, and video) including welcoming over three million onsite visitors at its main campus on 53rd Street and at MoMA PS1. MoMA's membership base includes 120,000 households. MoMA's primary sources of support are admission fees, membership dues, grants from individuals, foundations and corporations, endowment income, and revenues from retail operations. The Museum's operating budget is balanced on approximately \$200 million of revenues and expenses.

REPORTING RELATIONSHIPS

The Director of Membership will report to the Senior Deputy Director of External Affairs.

MEMBERSHIP

The membership program is critical to MoMA both as a tool for audience engagement and as a revenue stream. The Museum's 2019 reopening will provide an excellent opportunity to grow the member base, which currently stands at approximately 120,000 households. This count is expected to grow to previous peak levels of 150,000 households and beyond when MoMA's world-renowned exhibition and permanent collection programming is presented in the expanded space. The membership program plays a central role in fulfilling the mission in two ways. It provides a unique platform for deep, long-term engagement with MoMA's collection, exhibitions, programs, and content across all locations and channels, and it is a key financial engine to support MoMA's philanthropic mission, generating approximately \$15 million of operating revenues last year (upwards of 10% of total operating revenues). In addition to direct membership revenue, members contribute financially by shopping in the MoMA retail stores online, contributing to fundraising, and participating in events. Annual membership costs (both fixed and variable) are approximately \$6 million.

MoMA members and their guests account for approximately 12% of onsite visits annually, including visits to the Museum early and late hours as well as the film program. Members are engaged with MoMA's digital content on MoMA.org, the MoMA app, and social channels as well as through participating in education courses and public programs. The member base is comprised of households both nationally and internationally, with approximately half in the New York City area. MoMA members are loyal—about 50% have been members for five or more years. The membership program utilizes a complex multi-channel marketing program for all forms of retention, acquisition, and awareness. Approximately a quarter of membership transactions occur online (approximately 37% of these are new acquisitions), 28% of transactions occur through mailings (97% of these are renewals), and 29% of transactions take place in the lobby (70% of these are renewals); the remainder occurs over the phone, in MoMA retail stores, or through the auto-renewal program. The average transaction size by channel is \$125 online, \$158 through the mail, and \$91 onsite (excluding free MoMA NYC memberships).

PRINCIPAL OPPORTUNITIES

The Director of Membership will lead the next phase of growth of an already successful membership program. The member base represents MoMA's core audience: members are loyal; they visit, shop, and support; they advocate for MoMA. The Museum believes there is an opportunity to grow the membership program via the planned re-opening of the new MoMA in 2019. This will be a critical moment in the institution's history as a new curatorial vision for displaying MoMA's unparalleled collection of modern and contemporary art in expanded galleries is unveiled.

Membership is the fulcrum of the Museum's overall revenue strategy, providing a platform for developing a general Museum visitor into a more engaged donor. Increased membership revenue will support the new MoMA's expanded operations. The Director of Membership will partner with colleagues across the institution to implement a successful growth strategy to achieve the Museum's audience and financial goals.

A large portion of MoMA's member base is local to New York City; nonetheless, there are communities of members and donors throughout the world. The opening of the new Museum in 2019 will be a

reintroduction of MoMA to the world with an institutional goal of welcoming and engaging a broad, diverse audience. Membership is poised to be a tool to achieve this goal through expanding the base of loyal members. The Director of Membership will grow the membership program both locally within New York City—dovetailing with a further institutional goal of outreach across all five boroughs—as well as globally alongside our international fundraising strategies.

PRIMARY RESPONSIBILITIES

The Director of Membership will

- successfully implement and communicate a retention and growth strategy that uses the reopening of an expanded MoMA in 2019 and the subsequent years as an opportunity to engage and grow the member base and revenue;
- develop and implement a new member segmentation model that can support a broader CRM strategy to drive membership growth and revenue;
- act as a key advocate for members and the membership program internally, collaborating with colleagues across the Museum to ensure that the membership experience is considered within key decision-making forums;
- lead the membership program to reach audience and revenue goals on an annual basis, particularly in the upcoming years of projected growth following the opening of the expanded Museum; track and interpret key performance indicators and adjust strategy accordingly;
- improve metrics measuring engagement by members (visits to the Museum, event attendance, shopping, giving, opening, and engaging with content, etc.) ultimately leading to improved retention results;
- work alongside the other Directors within External Affairs to create and execute a cohesive overall fundraising strategy that strengthens relationships between MoMA and donors/members;
- collaborate with colleagues across External Affairs (fundraising, events, marketing, communications, etc.) and Visitor Services and Retail to provide MoMA audiences (donors, members, visitors, shoppers, etc.) an engaging and welcoming experience with MoMA's program and collection (including onsite at MoMA PS1);
- collaborate with the Director of Marketing & Creative Strategy to shape the marketing plan for the membership program, ensuring it successfully integrates into the broader MoMA marketing strategy alongside marketing plans for visitation, retail, and MoMA PS1;
- cultivate relationships with MoMA members at all levels through interaction at member events and special hours and correspondence via phone and email;
- lead the membership team of approximately 17, develop talent, and create processes within the team and with other MoMA departments to foster strong working relationships and coordination (particularly across marketing, digital content, events, and lobby operations);
- manage the department budget and key capital project budgets as needed; and
- collaborate with the broader Creative Team to develop materials and digital content that supports member acquisition and retention goals and member engagement in the Museum's program of exhibitions and events more broadly.

KEY COLLEAGUES



Todd Bishop

Senior Deputy Director of External Affairs

Todd Bishop was appointed Senior Deputy Director of External Affairs at The Museum of Modern Art in 2012. In this role, he oversees the Museum's outreach strategy and all programs involving fundraising and sponsorship, membership, affiliate programs, special events, marketing, communications and public affairs, graphic design, and digital media.

Mr. Bishop has been on the Museum's staff since 1997, holding positions in administration, finance, new business development, and fundraising, and in 2004 his duties expanded to include fundraising and governance at MoMA PS1. As Director in External Affairs, Mr. Bishop secured major financial support for MoMA and MoMA PS1 exhibitions and special programs from corporate, foundation, and individual sources. His efforts have resulted in integrated multiyear partnerships with global brands that support exhibitions, education programs, and major art acquisitions. In 2011 and 2012, Mr. Bishop played a key role in conceptualizing and leading the Museum's international outreach strategy, which integrated fundraising, membership, communications, and tourism marketing initiatives.

Before joining the Museum, Mr. Bishop owned and directed the ARTkammer gallery in Boston from 1991 to 1993. He previously worked in galleries in Vienna and Salzburg, Austria, and studied at the University of Salzburg. He is a trustee of Performa, the New York Biennial of Performance Art, and a founding trustee of Blood Mountain Foundation in Budapest. Originally from Texas, Mr. Bishop holds a BA in art history and German from Colby College in Maine and an MA in arts administration from Columbia University.



Rob Baker

Director of Marketing & Creative Strategy

Rob Baker joined MoMA as Director of Marketing & Creative Strategy in October 2017. With Leah Dickerman as Director of Editorial & Content Strategy, he leads MoMA's creative team, setting and executing an integrated strategy to serve the mission and curatorial goals of the institution. The roles reflect the Museum's deep commitment to sharing its collection, knowledge, and scholarship and providing new opportunities for audience engagement.

Rob Baker came to MoMA as a highly accomplished marketing professional with more than 14 years of experience, most recently as Chief Marketing Officer for Tate in London. At Tate, Mr. Baker led the development of the brand vision, design, and strategy for the largest network of art galleries in the U.K.—with more than eight million visitors annually—including the launch of the new Tate Modern in 2016. He oversaw the advancement of innovative visitor and membership engagement initiatives and led collaborative teams across the Tate to define new communication strategies and partnership opportunities. Mr. Baker led communication campaigns in support of the Tate's groundbreaking programs and exhibitions, including David Hockney, the most extensive retrospective of the artist's work, which was the most successful exhibition at Tate Britain and the second most attended exhibition in Tate's history. Mr. Baker previously served as the Head of Marketing for the Barbican Centre, London, the largest arts and conference center in Europe, creating integrated campaigns that supported multi-layered exhibitions, film programs, music festivals, and theater performances. He led the development of a new digital strategy for the Barbican across content, its web site, and social media.



Jan Postma
Chief Financial Officer

Jan Postma has been with the Museum of Modern Art since 2001 and was named Chief Financial Officer in 2008. Prior to joining the Museum, Mr. Postma worked in investment banking at Merrill Lynch. He received an MBA as a Baker Scholar from Harvard Business School (2005) and a BA degree (1999) in economics summa cum laude from Williams College. Mr. Postma is currently pursuing an MA in Art History at Hunter College and has completed all of his coursework.

At MoMA, Mr. Postma oversees an annual operating budget of approximately \$250 million and is actively involved in decisions around revenue development, cost-containment, and operational improvement. He regularly lectures on museum finances, on museum structure and strategy, and previously collaborated with author and MoMA Director Glenn Lowry on *The Museum of Modern Art in This Century*, an exploration of MoMA's long history of disrupting established paradigms.



Sarah Suzuki
Director, Opening of the New Museum

Sarah Suzuki was appointed Director, Opening of the new Museum, in the spring of 2018. In this role, she oversees the planning and implementation of all aspects of the current renovation and expansion project, working in collaboration with leadership and teams across the museum to ensure a successful launch of the new Museum.

Ms. Suzuki was named Curator in The Department of Drawings and Prints in 2006, and has served in a variety of roles since she joined the Museum in 1998. At MoMA, her exhibitions include *Bodys Isek Kingelez: City Dreams* (2018-19); *Soldier, Spectre, Shaman: The Figure and the Second World War* (2015-16); *Scenes for a New Heritage: Contemporary Art from the Collection* (2015-16); *Jean Dubuffet: Soul of the Underground* (2014-15); *The Paris of Toulouse-Lautrec: Prints and Posters* (2014-15); *Wait, Later This Will All Be Nothing: Editions by Dieter Roth* (2013); *Printin'* (2011) with the artist Ellen Gallagher; *'Ideas Not Theories': Artists and The Club, 1942-1962* (2010) and *Rock Paper Scissors* (2010) with Jodi Hauptman, Senior Curator; *Mind & Matter: Alternative Abstractions, 1940 to Now* (2010); and *Wunderkammer: A Century of Curiosities* (2008), as well as solo exhibitions of Meiro Koizumi (2013); Yin Xiuzhen (2010); Song Dong (2009); and Gert and Uwe Tobias (2008). In addition to her record of exhibitions, Ms. Suzuki has ushered in numerous important acquisitions, is a founding member of the C-MAP (Contemporary and Modern Art Perspectives) Asia research group, and the lead curatorial liaison for the Museum's SPRZNY collaboration with UNIQLO. Ms. Suzuki's publications include the catalogues accompanying *Bodys Isek Kingelez: City Dreams* (2018-19), *The Paris of Toulouse-Lautrec: Prints and Posters* (2014), *Wait, Later This Will All Be Nothing: Editions by Dieter Roth* (2013), and *What Is a Print?* (2011).



Tunji Adeniji
Chief Facilities & Safety Officer

Tunji Adeniji was promoted to Chief Facilities & Safety Officer in 2018. Tunji Adeniji joined the Museum of Modern Art (MoMA) in April of 2008 as the Director of Facilities and Safety. The position of Director of Facilities and Safety was created at that time to enhance collaboration between the Security Department and Building Operations, and to manage their day-to-day functions at the Museum. Since Mr. Tunji's on-boarding, the two departments have worked together seamlessly.

In the Spring of 2017, the Department of Visitor Services (now Visitor Engagement or "VE") was moved under Mr. Tunji's purview, which affords him broader involvement with front-line staff functions. The collaborative, seamless working relationship of the staff among the trio of departments reporting to Mr. Tunji—Building Operations, Security, and Visitor Engagement—is perhaps best reflected in their myriad interactions with visitors. The ongoing expansion project, with 75% of the main lobby having to be taken offline due to construction and periodic drilling, does not deter Mr. Tunji and the front-line team (Security, VE, and Building Ops) from offering a welcoming environment for MoMA's many visitors throughout the year.

Prior to joining MoMA, Mr. Tunji was the Senior Director of Security Operations at New York University, where he worked for 17 years.

Mr. Tunji has been a resident of New York City for more than three decades having been an international student at the City College of New York. Mr. Tunji feels right at home in the ambiance of MoMA. As he puts it, "I enjoy meeting people from all over the world when I walk through the Museum galleries. If anyone wants to advance his or her knowledge about people and the arts, MoMA is the place to do so."



Amanda Hicks
Director of Communications & Public Affairs

The Museum of Modern Art announced the appointment of Amanda Hicks as its Director of Communications and Public Affairs in April, 2018. She joined the Museum to lead and oversee the execution of a comprehensive communications plan to deepen and expand MoMA's connections with visitors from New York and around the world and to create and share new stories about art, artists, exhibitions, scholarship, and programming with global audiences.

As a member of the Museum's external affairs team, Ms. Hicks collaborates closely with Director of Marketing and Creative Strategy Rob Baker and Director of Editorial and Content Strategy Leah Dickerman on an integrated strategy that advances the Museum's mission and curatorial goals and shapes an inclusive, innovative approach to audience engagement.

Ms. Hicks comes to MoMA as an established communications professional with more than 15 years of experience in arts, cultural, and mainstream media, most recently as Executive Director of Communications at the Art Institute of Chicago. At the Art Institute, she collaborated across the museum to lead, develop, and implement the strategy for telling the stories of institutional legacy and vision, art and acquisitions, exhibitions, and programs through the many voices of its community of artists, curators and staff, and philanthropic supporters. She created and executed innovative press campaigns to drive attendance—more than 1.5 million visitors annually—and to build local, national, and international reputation. Ms. Hicks previously served in the U.S. Department of State's Foreign

Service as a Public Diplomacy Officer, leading strategic communications, cultural affairs, and press operations in complex environments during assignments including the Bureau of International Organization Affairs (working with UNESCO); U.S. Embassy Doha, Qatar; Regional Command Southwest, Helmand, Afghanistan; US Consulate General Jeddah, Saudi Arabia; U.S. Embassy Bridgetown, Barbados; and others.

CANDIDATE QUALIFICATIONS AND QUALITIES

The successful candidate for the position of Director of Membership should have

- the excitement and enthusiasm needed to take a successful membership program to the next level with close collaboration with colleagues across the institution;
- an ability to integrate strategically the goals of the membership program with the broader goals of MoMA and work collaboratively with many departments across the institution;
- a demonstrated understanding of philanthropy and a passion for arts and culture;
- previous experience working with and driving results from a sophisticated customer relationship management system, preferably experience with Salesforce;
- experience in digital content and marketing (growing a digital membership or subscription program is a plus);
- an ability to lead a team, with a track record of hiring and retaining high caliber talent and developing future leaders;
- excellent communication skills, both written and verbal including the ability to present to and speak in front of groups; and
- an analytic skillset, the ability to lead, carry out, and communicate error-free analysis, and the ability to develop strategy based on analysis.

A bachelor's degree is required for this position as is seven or more years of experience in marketing and/or membership or a closely related field.

SALARY & BENEFITS

MoMA offers a competitive salary and benefits package.

LOCATION

This position is located in New York City.

DIVERSITY AND INCLUSION

When we make inclusion, diversity, and equity a priority for our staff, we ensure that MoMA has a broad range of viewpoints and experiences to draw on, which ultimately helps our work have a greater impact. Using all the ways that make us different to enhance creativity through our collections, programs, and resources, we can deepen our understanding and engagement with the audiences we serve.

MoMA strives to be the most engaging museum of modern and contemporary art for everyone, and the Department of Membership plays a key role in achieving this goal. We believe our members should be representative of both our core New York City audience and our global audience, and we are aiming to engage and grow our member base to reflect our institutional values.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. Before submitting your materials, please read them over for accuracy. Review of applications will begin immediately and continue until the successful candidate has been selected.

To nominate a candidate, please contact Ron Schiller:

ronschiller@aspenleadershipgroup.com.

All inquiries will be held in confidence.

