



**CHIEF DEVELOPMENT OFFICER**  
**MILWAUKEE ART MUSEUM**  
Milwaukee, Wisconsin

**MILWAUKEE**  
**ART**  
**MUSEUM**

The Aspen Leadership Group is proud to partner with Milwaukee Art Museum in the search for a Chief Development Officer.

The Chief Development Officer will develop and implement key fundraising programs and establish both short- and long-term development plans that sustain Milwaukee Art Museum's (MAM) growth. The Chief Development Officer, an innovative and strategic thinker, will make optimal requests of the existing donor base while guiding the cultivation of new relationships that will serve as the seeds of new donors. The Chief Development Officer will serve as the primary conduit to the Director's office and to the Board on major gift related issues, deploying these key organizational leaders in strategic and well thought out ways to cultivate significant targeted prospects and to ultimately close leadership gift opportunities.

The Chief Development Officer will build upon the MAM's current success to create and implement strategies that increase and achieve ambitious fundraising targets, including a programmatic and endowment campaign, currently in the planning process. The Chief Development Officer will direct the five program areas of the Development team: Institutional Giving, Membership, Individual Giving, Stewardship and Events, and Development Information Systems, and will work with other Museum departments and with Board committees to ensure that donor and membership interests are properly stewarded. This is an opportunity to join a vibrant, committed, and talented senior leadership team at a pivotal moment in the Museum's history.

Since 1888, Milwaukee Art Museum has grown to be an icon for Milwaukee and a resource for the entire state. The 341,000-square-foot Museum includes permanent collection galleries in the War Memorial Center (1957) designed by Finnish-American architect Eero Saarinen, the Kahler Building (1975) by David Kahler, and the Quadracci Pavilion (2001) created by Spanish architect Santiago Calatrava. Central to the Museum's mission is its role as a premier educational resource, with programs that are among the largest and most vibrant in the nation, including classes, tours, and a full calendar of events for all ages.

Milwaukee Art Museum has always collected art for and shared art with the people of Milwaukee. Over the next phase of the Museum's life, it is taking bold steps to further extend its welcome mat, presenting art as a way for all individuals to better understand themselves, each other, and the world. MAM is reaching a diverse audience across Milwaukee and beyond, meeting people where they are and offering various access points for engagement with the Museum.

The Museum is activating its iconic campus in multiple ways, offering experiences that variously meet the personal needs, desires, and moods of its guests—from reflective and solemn to interactive and celebratory. Above all, its collection and featured exhibitions are highlighting cultural and social aspects of the works on view and play a central role in Museum programming, allowing visitors to see themselves

and their lives in the Museum and to experience the transformative benefits of art, no matter their previous experience.

Milwaukee Art Museum, like every organization, was significantly impacted by the pandemic and has successfully navigated multiple closures and the subsequent opportunities to reopen to the public. At the close of the 2021 fiscal year in September, the Museum's financial position remains strong, having secured important federal aid, receiving generous and flexible support from key donors, and generating earned revenue again via the return of the public. Through the uncertainty of this last year, the Museum and Board have demonstrated an agility and creativity to deal with the storms of the pandemic and reemerge ready to serve the Milwaukee community from a position of strength.

MAM has a current annual operating budget of approximately \$16M, with approximately \$8M in private support, including philanthropy from MAM's generous and engaged Board. The institution has an endowment with a current market value of approximately \$60M. In FY 2021, major revenue sources included Annual Campaign (\$1.5M); Membership (\$2.3M); grants and sponsorships (\$2.7M); public funding, including Milwaukee County (\$1.1M); as well as earned revenue from admissions and tours, retail, food and beverage, and rental income, among others. MAM is currently in the early stages of a capital campaign feasibility and planning process and has engaged outside counsel (CCS).

Art transforms and inspires people. Through art, the Milwaukee Art Museum seeks to reflect, challenge, and bring together the community, enabling diverse audiences to see and understand themselves and others on deeper levels, fostering empathy for other cultures, encouraging dialogue around and respect for differing perspectives, and establishing a connection to our common humanity, past to present. In doing so, the Museum allows people to discover something in themselves which cultivates open-mindedness and appreciation for one another.

#### **REPORTING RELATIONSHIPS**

The Chief Development Officer will report to the Donna and Donald Baumgartner Director, Marcelle Polednik. The Chief Development Officer will work closely with colleagues in Curatorial, Education, Program, Marketing, Design, and Finance as well as the MAM Board of Trustees and selected committees, including a newly established board-level Campaign Committee. The Chief Development Officer will provide leadership, direction, vision, and inspiration to a team of 12 that currently includes the Director of Institutional Advancement, Director of Individual Giving, Director of Membership, Director of Development Information Systems, Director of Stewardship & Events, and their respective staffs.

#### **FROM THE DONNA AND DONALD BAUMGARTNER DIRECTOR**

*Thank you for considering the position of Chief Development Officer at the Milwaukee Art Museum. The Museum is an extraordinary institution--an iconic landmark in our community, a beloved local resource, and a thought leader in the field of art museums nationally. Coming out of the pandemic, we are poised for great, ambitious work ahead. We have a new, dynamic Board Chair and Executive Committee ready to assist the Museum with fundraising. We have more donors than fundraisers who can devote the time to stewarding them. A problem, to be sure, but a good one to have! On the horizon, we are preparing for an endowment campaign which will be the largest in the community's history. All indicators point to the fact that it will be singular and successful.*

*All we are missing is a Development leader who can serve as the architect of the Museum's ambitious fundraising goals and plans and help fashion a plan for stewarding and cultivating all the individuals, foundations, corporations, and partners who are looking to grow their connection to the Museum. Personally, I am looking for a thought partner and collaborator who I can trust to help guide these important efforts alongside my vision and objectives. With this CDO, I know that we can accomplish great things in support of the Museum's aspirations, goals, and sustainability long-term. I hope you will consider this position carefully knowing that, particularly at this inflection point, you are poised to make a tremendous difference to this formidable institution, leaving a lasting mark that will have an impact on the present and future for decades to come.*

*I look forward continuing the conversation with you should that opportunity arise.*

–Marcelle Polednik, Donna and Donald Baumgartner Director

### **MILWAUKEE ART MUSEUM'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION**

The changing demographics of the Greater Milwaukee region make it imperative that Milwaukee Art Museum better serve and appeal to more diverse audiences. Milwaukee Art Museum is committed to reflecting the racial demographics of Greater Milwaukee in its programming and collection, with a focus on increasing African American and Latinx audiences from Milwaukee neighborhoods, groups increasingly represented in younger age brackets. The Museum continues its focus with this lens on youth, families, and young professionals to diversify the age of audience members.

Seeing oneself in the Museum, as stated in its vision, involves feeling welcome and represented. MAM is developing an overall diversity plan for staff, volunteers, Board members, and all others engaged with the Museum. This includes actively recruiting, developing, compensating, and retaining a professional staff that reflects the community. It likewise involves recruiting and stewarding a diverse volunteer corps and exploring paid internships. The Museum is also reviewing and developing a plan to diversify its vendor relationships.

### **PRIMARY RESPONSIBILITIES**

#### **Fundraising**

The Chief Development Officer will

- provide MAM with strong, creative, energetic, and strategic leadership in all matters related to fundraising and membership and set ambitious goals to increase unrestricted annual operating funds as well as special initiatives;
- provide vision and direction to build, manage, and inspire a full-scale development program, including individual and major gifts; planned giving; benefit, donor, and member stewardship events; institutional gifts; research; gift processing and acknowledgement; and other support functions;
- identify new major gift sources and serve as the institution's primary source for funding opportunities and philanthropy;
- lead the Development team in innovative approaches to significantly increase the numbers and size of major gifts;
- support and guide the Director and senior leadership team in setting institutional fundraising priorities to support the annual operating budget and future growth of key strategic initiatives;

- in collaboration with the Director and Trustee leadership, create individualized cultivation and stewardship strategies, timelines, and desired outcomes related to the Museum's most loyal supporters and top prospects;
- maximize the closure of short- and long-term major and leadership gifts;
- identify, cultivate, solicit, and steward gifts and pledges from an active portfolio of key major gift prospects;
- maintain and manage a personal portfolio of prospects, including the Director's prospects;
- build planned giving capacity, as appropriate, particularly focused on endowment-building;
- report regularly to the Director and Board about status and progress of development activities and the plan for growth;
- develop, implement, and lead endowment and capital campaigns, working closely with outside counsel;
- work collaboratively with the curatorial team and longstanding affinity donor/volunteer groups;
- partner with the marketing and design/branding teams to consistently raise MAM's public profile; and
- oversee all fundraising communications-related functions including proposal development, donor recognition and stewardship, annual appeals, and gift reporting.

### **Collaboration**

The Chief Development Officer will

- work closely with the Director of Stewardship & Events to provide strategic oversight and sponsorship strategy for MAM's gala, cultivation and stewardship events, and member programs, which includes leadership of additional major MAM public programs such as *Art in Bloom* and *Lakefront Festival of Arts*;
- work with the Development Officer for Corporate Giving to ensure a strategic approach to corporate partnerships;
- work with the Director of Institutional Giving to oversee the strategic approach and preparation of proposals for government and foundation grants and provide structure for Development's sponsorship team;
- work with the Director of Individual Giving to identify, create strategies for, and secure prospective major and planned gifts and focus on progressing upper-level members to donors;
- work with the Director of Membership to develop and implement an annual membership operating plan including cost-effective strategies for the acquisition, retention, reactivation, upgrading, and stewardship of the Museum's members; and
- work with the Director of Development Information Systems to oversee recordkeeping, moves management/portfolio management, acknowledgements, reporting, stewardship, and metrics.

### **Institutional and Community Leadership**

The Chief Development Officer will

- serve as an active, visible ambassador for MAM in the local and regional civic, business, and cultural communities and, as appropriate, within the national art museum and philanthropic communities;
- develop a keen understanding of the Milwaukee community in general;
- establish collaborative relationships with MAM colleagues at all levels to ensure maximum coordination and communication relative to institutional priorities and progress;
- develop a keen understanding of MAM, its supporters, aspirations, and untapped potential;
- serve as an advocate for the Development department institution wide; and
- serve as a strategic partner to the Director on philanthropic matters.

## **Board Relations**

The Chief Development Officer will

- serve as a direct liaison to and steward of the MAM Board;
- interface directly with Trustees on all matters related to fund development and their personal support of MAM;
- work with the Director and Board members to identify, cultivate, and, as appropriate, recruit new Board members and donors;
- actively participate in the Finance and Nominating, and Governance Board Committees; and
- actively support the Board and Director's oversight and management of the Museum's longstanding affinity groups.

## **Leadership/Team Building**

The Chief Development Officer will

- supervise, support, and inspire a dedicated development team;
- mentor and lead staff by example;
- build a professional team that is highly collegial and possesses a clear understanding of the institution's funding priorities and case for support;
- establish meaningful performance metrics and assist team members in meeting those metrics;
- advocate for and support the development team including engaging in and supporting their professional development and participation in relevant professional organizations;
- develop research capabilities for the department and oversee the preparation and submission of prospect research;
- oversee the department budget and manage all resource planning for the department; and
- mentor and support direct reports in further definition of their program areas and management skills, particularly as the Museum continues to navigate the institution's employee union.

## **LEADERSHIP**

### **Marcelle Polednik**

#### **Donna and Donald Baumgartner Director**

Marcelle Polednik is the Donna and Donald Baumgartner Director of the Milwaukee Art Museum. Since assuming the directorship, in 2016, Polednik has refocused the artistic program on original scholarship and activation of the collection, and led efforts to broaden the reach and impact of art throughout the community. In 2020, under her leadership, the Museum introduced a new Strategic Direction that establishes four key pillars of activity: Art Relevant to Our Community, Robust Community Programming, Expansive Hospitality, and Impact Aligned with Financial Strength and Discipline.

Polednik holds a PhD in art history from the Institute of Fine Arts at New York University and remains personally active in art historical scholarship through ongoing curatorial projects and publications; in 2019, for example, she curated *Nares: Moves*—the first retrospective of this significant contemporary artist. The *Milwaukee Business Journal* named her among the “40 Under 40” honorees in 2016 and one of the Milwaukee area’s “Power Brokers” in 2017.

Prior to joining the Milwaukee Art Museum, Polednik was the Director and Chief Curator at MOCA Jacksonville. Previously, she was the Chief Curator at the Monterey Museum of Art and an Assistant Curator at the Whitney Museum of American Art.

**Jeff Yabuki**  
**Chair, Board of Trustees**

Jeff Yabuki was unanimously elected as Chair of the Museum's Board of Trustees effective on October 29, 2021. Yabuki has been a Museum Trustee since 2007 and a member of the Executive Committee since 2018. In addition to his critical leadership as a Trustee, Yabuki is a founding member of the Museum Visionaries, established in 2019, which is the leading philanthropic circle of Milwaukee Art Museum, supporting the artistic accomplishments of the Museum through annual sponsorship of exhibitions, as well as the programs that connect exhibitions with the community. This significant and steadfast level of support ensures the Museum's financial sustainability as it establishes a cohesive artistic perspective and aspires to ever more ambitious heights in programmatic excellence.

Yabuki is a dynamic strategic thinker, business and civic leader, with a passion for ensuring the Museum is a resource for the entire community. Yabuki is the Chairman of Motive Partners, a specialist private equity firm focused on growth equity and buyout investments globally in software and information services companies. Previously he served as CEO of Fiserv, a leading global provider of payments and fintech solutions headquartered in the Milwaukee area, from 2005 to June 2020, and also served as its Executive Chairman from 2019 to 2020.

**PREFERRED COMPETENCIES AND QUALIFICATIONS**

The Chief Development Officer will be a dynamic self-starter with a track record of success in a development leadership role as a creative innovator, an exceptional relationship builder, and a proven manager and mentor with demonstrated success as a front-line major gift officer and knowledge of best practices in development and membership.

Furthermore, Milwaukee Art Museum seeks a Chief Development Officer with

- a commitment to the mission of MAM—to collect and preserve art, and to present it to the community as a vital source of inspiration and education;
- significant leadership experience within a sophisticated fundraising operation, preferably in a museum or other cultural institution;
- established credibility in the field as a leader and effective fundraiser;
- deep experience managing, soliciting, and stewarding major gift donors (including planned giving) with a record of success securing commitments with significant institutional impact;
- a track record of innovation and advancing a development program;
- broad-based knowledge of strategic fundraising program building, donor acquisition, prospect management, planned giving, research, cultivation, development and membership structures, benefit events, stewardship, reporting, and overall management;
- direct experience managing successful major gifts programs, as well as robust membership programs;
- an understanding of pipeline management and a creative approach to creating a donor experience that moves them to higher levels of engagement and philanthropic support;
- capital campaign experience (preferred);
- a history of either creating or professionalizing and building the development function within an intellectually and culturally grounded not-for-profit environment (preferred);
- strength in developing strategic and comprehensive fundraising plans, including membership, and executing against those plans to achieve goals and objectives, develop fundraising and membership strategies, and create and manage a budget;

- a record of recruiting and developing exceptional people and fostering a transparent, collegial work environment;
- a commitment to the principles of diversity, equity, inclusion, and access in team building and in diversifying the donor base;
- an ability to develop trust and strong collaborative working relationships throughout the institution;
- experience across digital and social as well as traditional platforms to extend development outreach;
- success working with engaged volunteers and Board members;
- financial acumen and knowledge of budget preparation, monitoring, and administration;
- facility with basic business software and commonly used fundraising prospect management tools;
- diplomacy and the ability to work collaboratively with colleagues;
- superior presentation skills and the sophistication and intellect to work with MAM Board leadership, donors, and volunteers, together with the ability to nurture strong, long-lasting individual and institutional relationships;
- an ability to write and speak clearly and deliver an effective, consistent message;
- a creative approach to problem solving and the ability to make the most of emerging opportunities; and
- impeccable integrity, trustworthiness, maturity, and discretion.

A bachelor's degree is required for this position as is at least ten years of relevant experience.

#### **SALARY & BENEFITS**

Milwaukee Art Museum offers competitive compensation and comprehensive benefits including health and dental benefits, vision plan, flex/dependent spending account, health spending account, group term life and voluntary life Insurance, short term disability, cancer protection assurance, accident only insurance, hospital confinement indemnity insurance, critical care protection, long term disability, retirement plan, vacation and holidays, parking discount, Museum membership and discounts.

#### **LOCATION**

This position is located in Milwaukee, Wisconsin.

#### **APPLICATION INSTRUCTIONS**

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be responsive to the mission of Milwaukee Art Museum as well as the responsibilities and qualifications presented in the prospectus.*** Review of applications will begin immediately and will continue until the successful candidate has been selected.

*To apply for this position, visit:*

[Chief Development Officer, Milwaukee Art Museum.](#)

*To nominate a candidate, please contact Steven Wallace, [stevenwallace@aspenleadershipgroup.com](mailto:stevenwallace@aspenleadershipgroup.com) or Ashley Buderus, [ashleybuderus@aspenleadershipgroup.com](mailto:ashleybuderus@aspenleadershipgroup.com).*

*All inquiries will be held in confidence*