

# Professional Nirvana: Growing Through Your AMDA Journey

Wednesday, June 5 2019

# 69

**Total Responses**

Survey Dates: April 24 – May 15, 2019

Survey prepared by Carl G. Hamm, CFRE  
Managing Partner, Museums & Performing Arts  
Alexander Haas

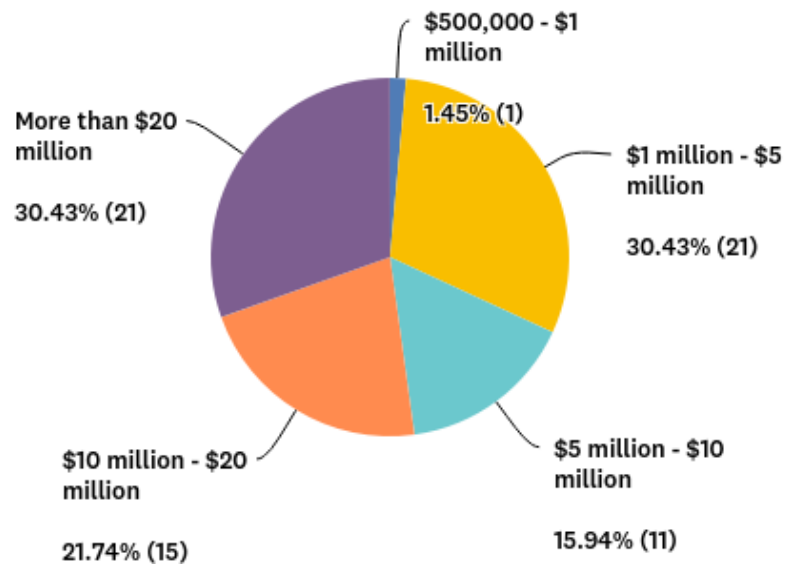
# Q1: What is your museum's budget size?

Answered: 69   Skipped: 0

ANSWER CHOICES	RESPONSES	
Under \$500,000	0.00%	0
\$500,000 - \$1 million	1.45%	1
\$1 million - \$5 million	30.43%	21
\$5 million - \$10 million	15.94%	11
\$10 million - \$20 million	21.74%	15
More than \$20 million	30.43%	21
TOTAL		69

# Q1: What is your museum's budget size?

Answered: 69 Skipped: 0



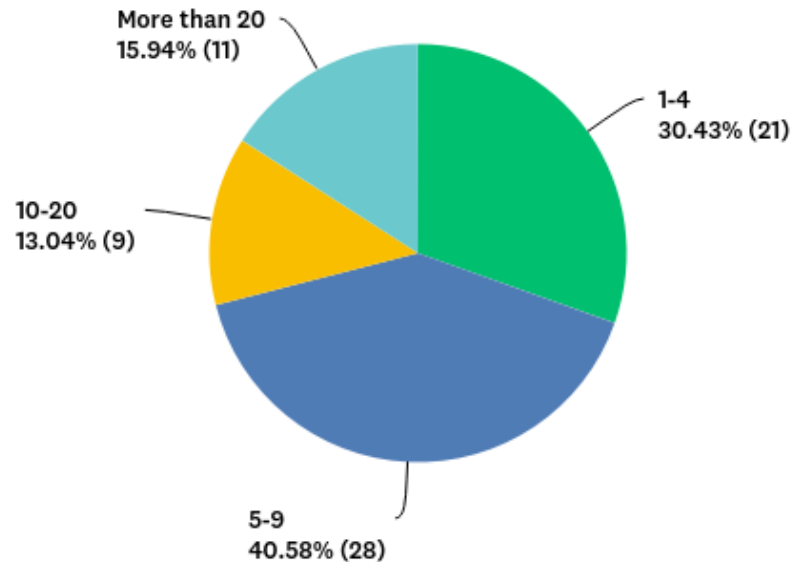
## Q2: How many people are in your development office (total)?

Answered: 69    Skipped: 0

ANSWER CHOICES	RESPONSES	
1-4	30.43%	21
5-9	40.58%	28
10-20	13.04%	9
More than 20	15.94%	11
TOTAL		69

## Q2: How many people are in your development office (total)?

Answered: 69 Skipped: 0



### Q3: How Many Positions Report Directly to You?

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Average Direct Reports = 4.09

## **Q4: How Many Positions are Under Your Supervision, Including Those That Do Not Report Directly to You?**

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Average Positions Under Supervision = 11.5



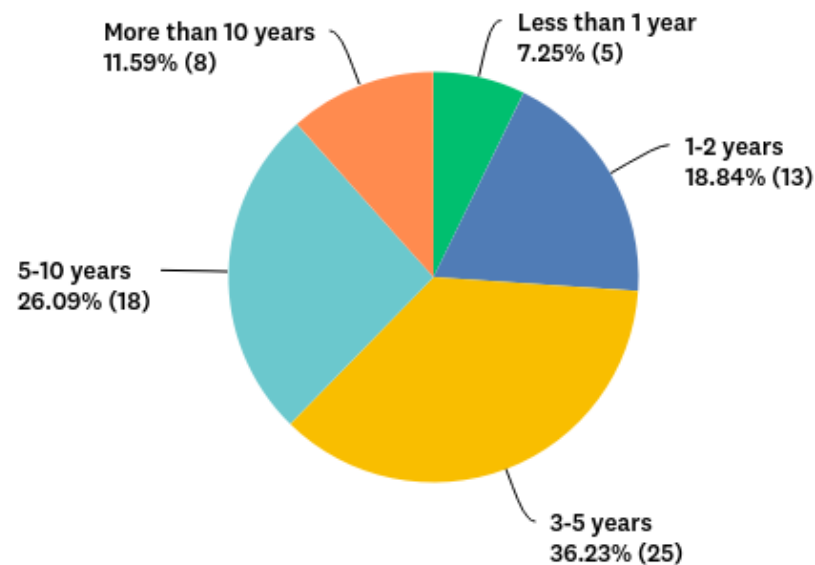
# Q5: How long have you been in your current position?

Answered: 69    Skipped: 0

ANSWER CHOICES	RESPONSES	
Less than 1 year	7.25%	5
1-2 years	18.84%	13
3-5 years	36.23%	25
5-10 years	26.09%	18
More than 10 years	11.59%	8
TOTAL		69

## Q5: How long have you been in your current position?

Answered: 69 Skipped: 0



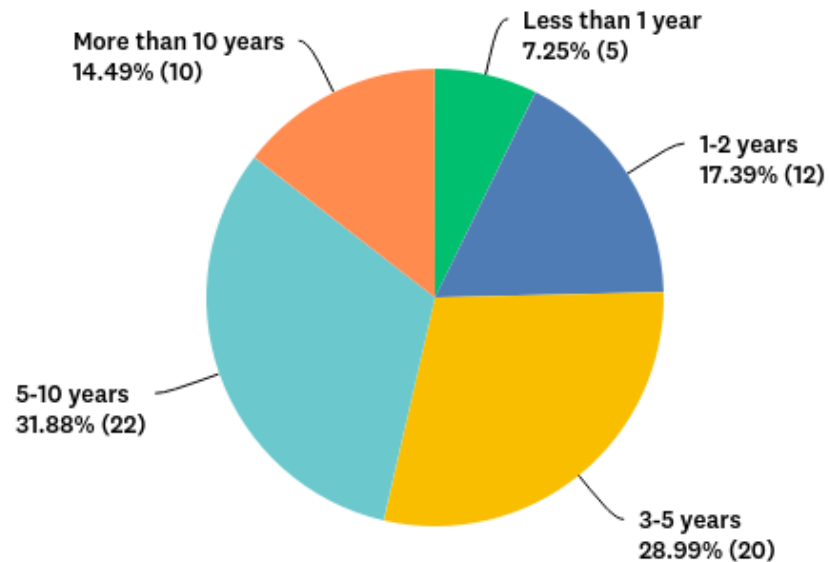
## Q6: How long have you been with your current museum?

Answered: 69 Skipped: 0

ANSWER CHOICES	RESPONSES	
Less than 1 year	7.25%	5
1-2 years	17.39%	12
3-5 years	28.99%	20
5-10 years	31.88%	22
More than 10 years	14.49%	10
TOTAL		69

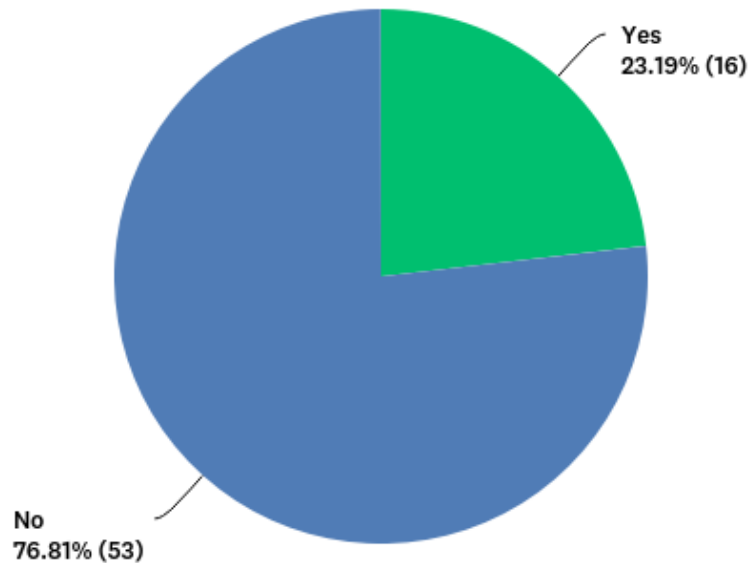
## Q6: How long have you been with your current museum?

Answered: 69 Skipped: 0



## Q7: Were you promoted from within your current museum into your current position?

Answered: 69 Skipped: 0



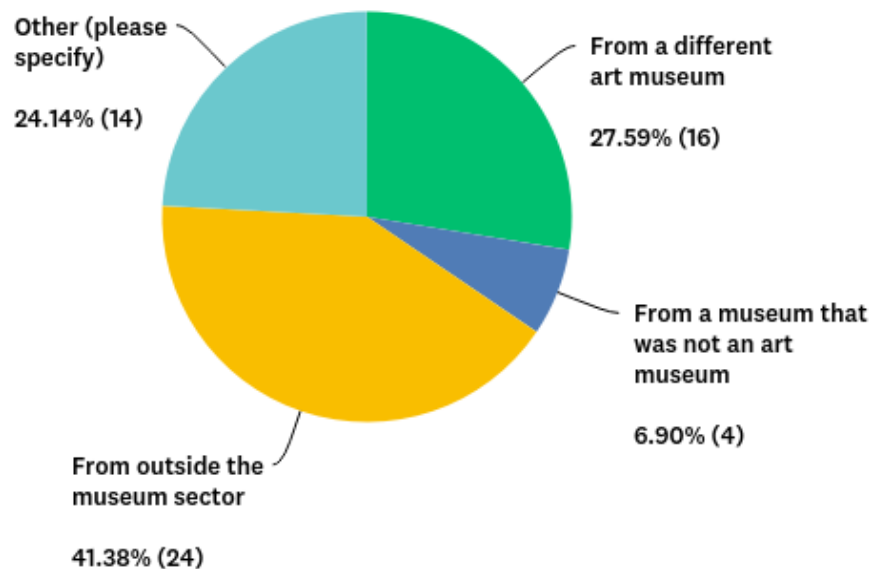
# Q7: Were you promoted from within your current museum into your current position?

Answered: 69    Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	23.19%	16
No	76.81%	53
TOTAL		69

## Q8: If “no,” how did you come into your current position?

Answered: 58 Skipped: 11



## Q8: If “no,” how did you come into your current position?

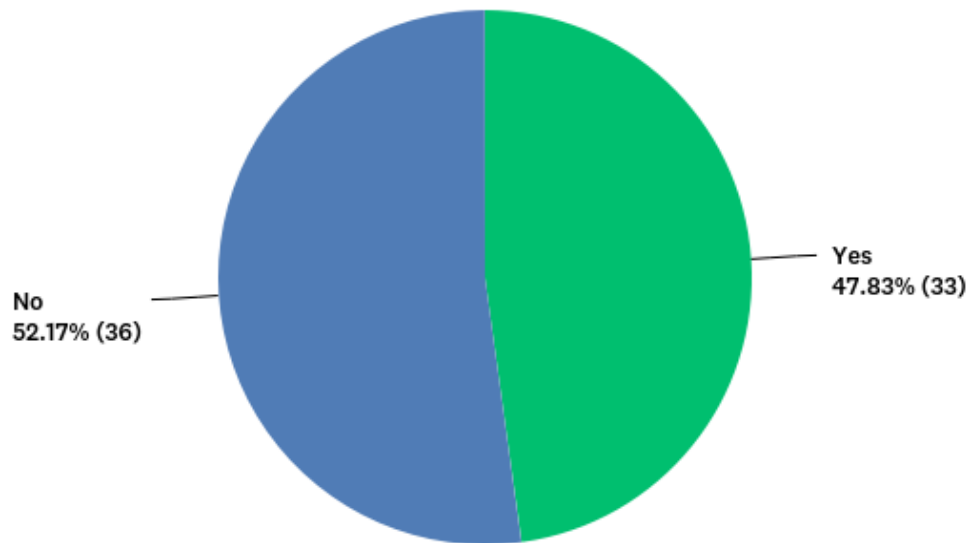
Answered: 58   Skipped: 11

ANSWER CHOICES	RESPONSES	
From a different art museum	27.59%	16
From a museum that was not an art museum	6.90%	4
From outside the museum sector	41.38%	24
Other (please specify)	24.14%	14
TOTAL		58



## Q9: Is this your first chief development job?

Answered: 69 Skipped: 0



# Q9: Is this your first chief development job?

Answered: 69    Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	47.83%	33
No	52.17%	36
TOTAL		69

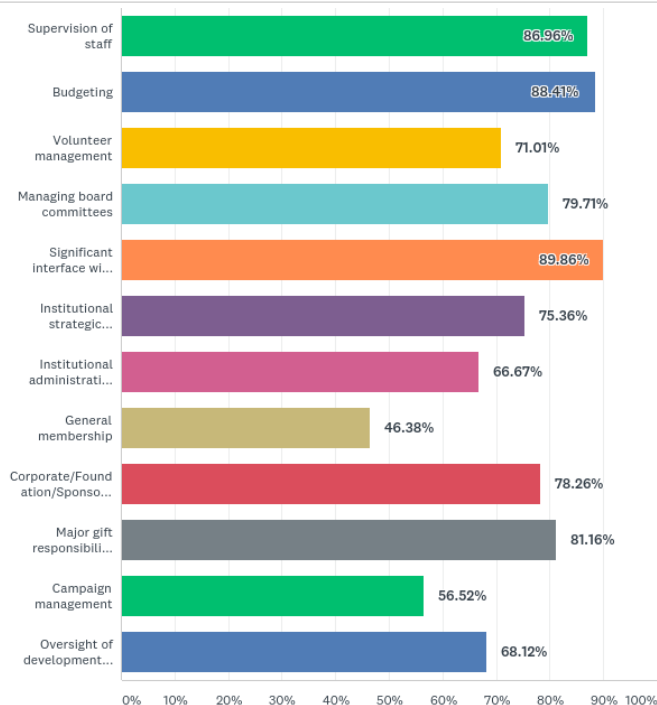
## Q12: Which of the following experiences did you have before taking your current position?

Answered: 69   Skipped: 0

ANSWER CHOICES	RESPONSES	
Supervision of staff	86.96%	60
Budgeting	88.41%	61
Volunteer management	71.01%	49
Managing board committees	79.71%	55
Significant interface with board members	89.86%	62
Institutional strategic planning	75.36%	52
Institutional administrative responsibilities	66.67%	46
General membership	46.38%	32
Corporate/Foundation/Sponsorship/Government Relations	78.26%	54
Major gift responsibilities	81.16%	56
Campaign management	56.52%	39
Oversight of development operations	68.12%	47
Total Respondents: 69		

## Q12: Which of the following experiences did you have before taking your current position?

Answered: 69 Skipped: 0



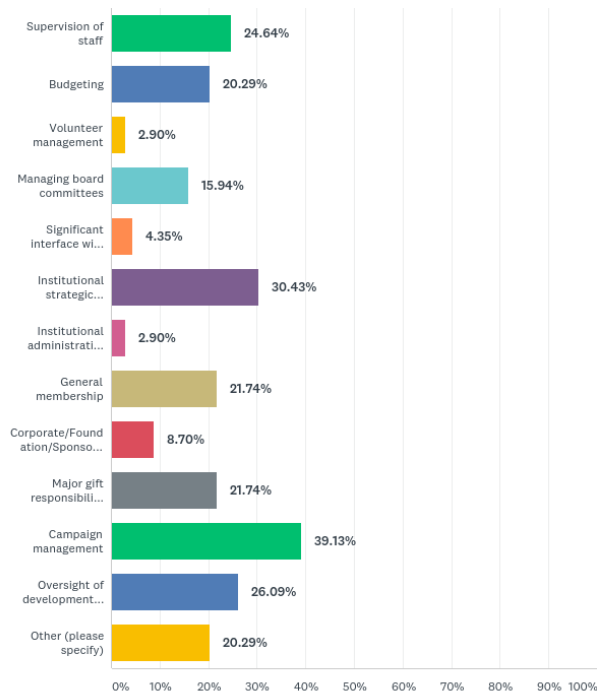
## Q13: In which areas do you think you could have been better prepared for your current role?

Answered: 69   Skipped: 0

ANSWER CHOICES	RESPONSES	
Supervision of staff	24.64%	17
Budgeting	20.29%	14
Volunteer management	2.90%	2
Managing board committees	15.94%	11
Significant interface with board members	4.35%	3
Institutional strategic planning	30.43%	21
Institutional administrative responsibilities	2.90%	2
General membership	21.74%	15
Corporate/Foundation/Sponsorship/Government Relations	8.70%	6
Major gift responsibilities	21.74%	15
Campaign management	39.13%	27
Oversight of development operations	26.09%	18
Other (please specify)	20.29%	14
Total Respondents: 69		

# Q13: In which areas do you think you could have been better prepared for your current role?

Answered: 69 Skipped: 0



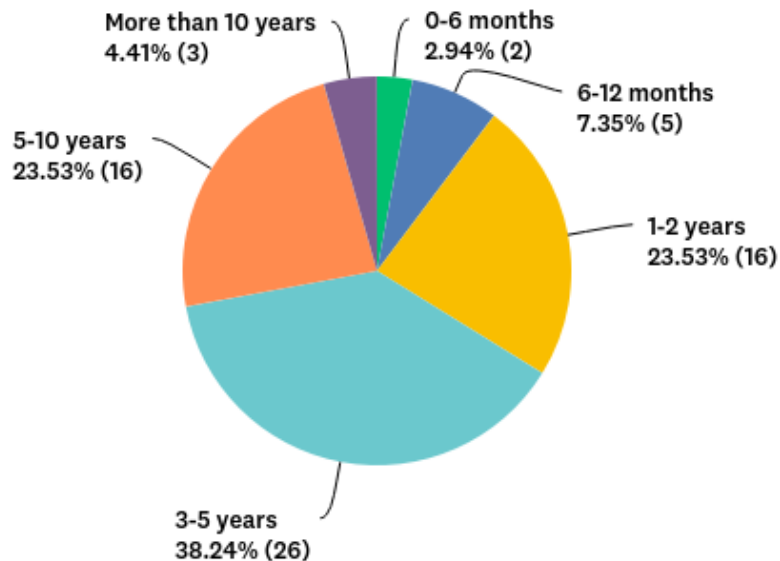
## Q14: How much longer do you expect to stay in your current position?

Answered: 68   Skipped: 1

ANSWER CHOICES	RESPONSES	
0-6 months	2.94%	2
6-12 months	7.35%	5
1-2 years	23.53%	16
3-5 years	38.24%	26
5-10 years	23.53%	16
More than 10 years	4.41%	3
TOTAL		68

## Q14: How much longer do you expect to stay in your current position?

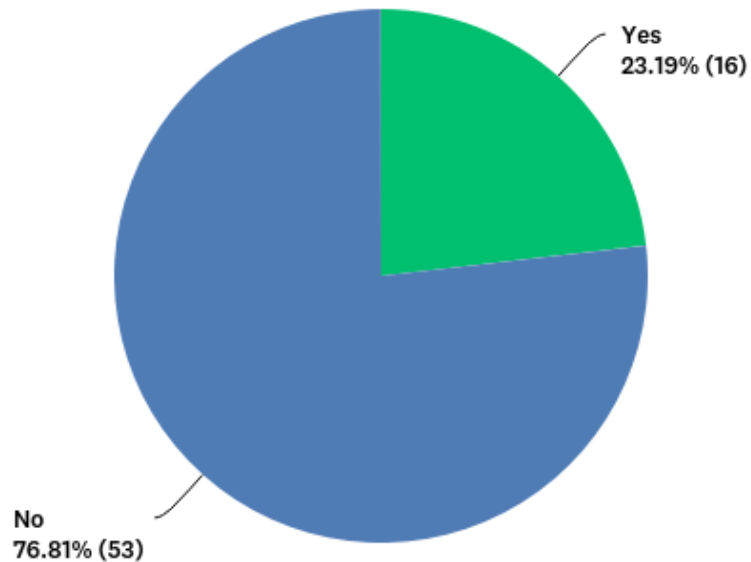
Answered: 68 Skipped: 1





## Q15: Are you currently seeking other opportunities?

Answered: 69 Skipped: 0



# Q15: Are you currently seeking other opportunities?

Answered: 69    Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	23.19%	16
No	76.81%	53
TOTAL		69

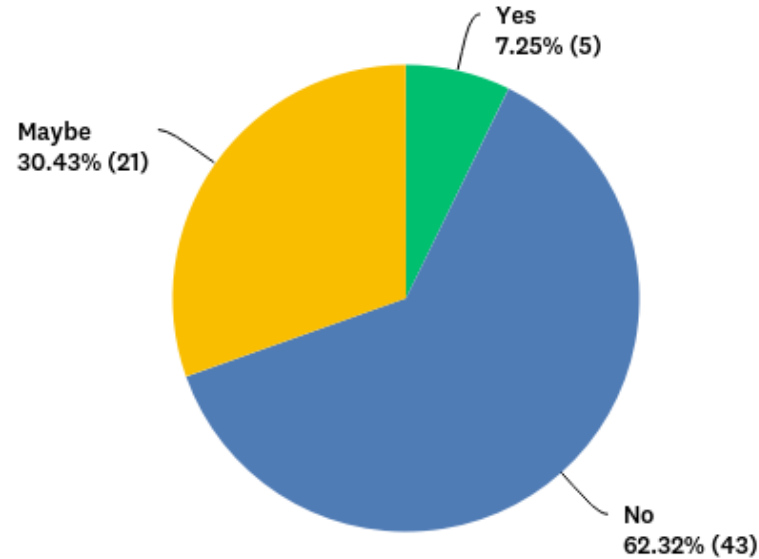
## Q16: Do you aspire to be a museum director in your next position, or at some point in your career?

Answered: 69   Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	7.25%	5
No	62.32%	43
Maybe	30.43%	21
TOTAL		69

## Q16: Do you aspire to be a museum director in your next position, or at some point in your career?

Answered: 69 Skipped: 0



## Q17: Do you aspire to be a development consultant at some point in your career?

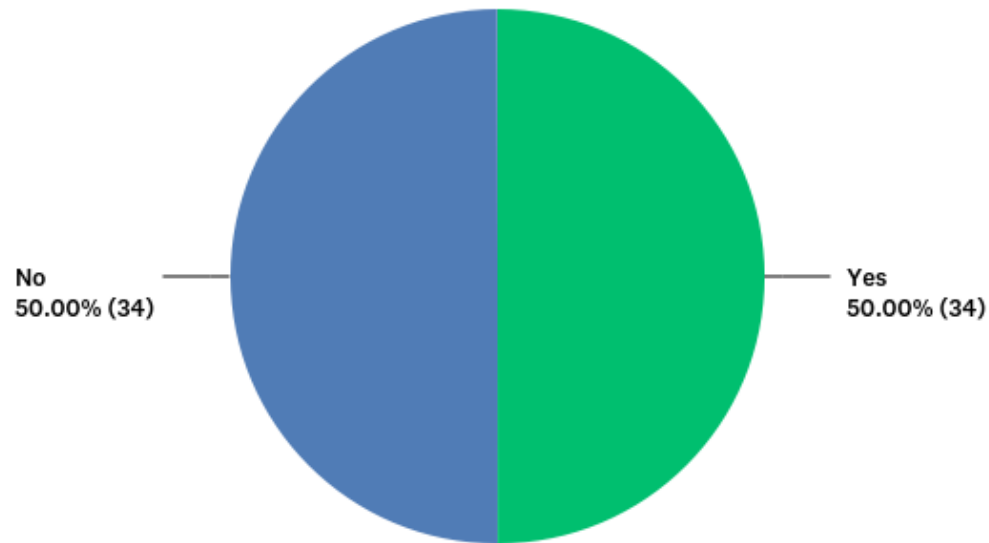
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Answered: 68   Skipped: 1

ANSWER CHOICES	RESPONSES	
Yes	50.00%	34
No	50.00%	34
TOTAL		68

## Q17: Do you aspire to be a development consultant at some point in your career?

Answered: 68 Skipped: 1



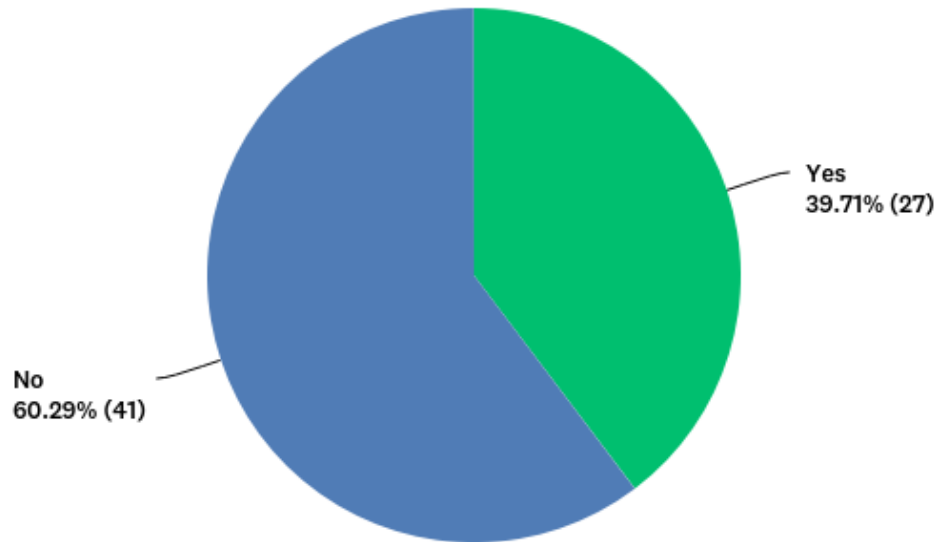
# Q18: Do you aspire to move into another chief development position in another museum?

Answered: 68    Skipped: 1

ANSWER CHOICES	RESPONSES	
Yes	39.71%	27
No	60.29%	41
TOTAL		68

## Q18: Do you aspire to move into another chief development position in another museum?

Answered: 68 Skipped: 1





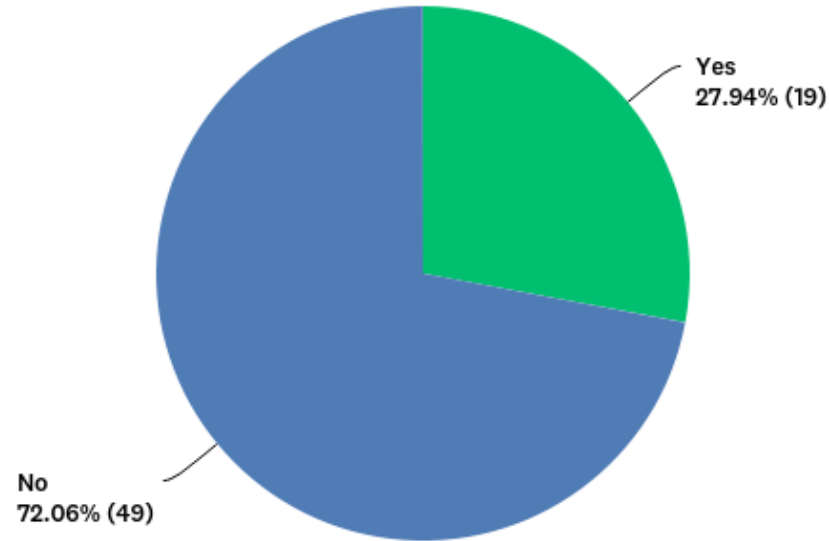
# Q19: Do you aspire to move into another chief development position outside the museum field?

Answered: 68   Skipped: 1

ANSWER CHOICES	RESPONSES	
Yes	27.94%	19
No	72.06%	49
TOTAL		68

## Q19: Do you aspire to move into another chief development position outside the museum field?

Answered: 68 Skipped: 1



# Summary

- 52% of AMDA chief development officers represent museums with > \$10M Budget
- Most shops have between 1-10 staff members; 4 avg. direct reports; supervise 12
- 62% in their current position for less than 5 years
- 48% in their first chief development position
- 77% hired from outside the institution – opportunity for better training from within
- 41% came from outside the museum field

# Summary

- Campaign Management, Institutional Strategic Planning, Development Operations, Staff Management, General Membership top areas for better preparedness
- 34% expect to leave their current positions in less than 2 years
- 38% may aspire to be a museum director someday
- It's a 50-50 proposition on being a development consultant
- AMDA members are not likely (72%) to move into another chief development job outside the museum field

## Q20: What advice would you have for someone aspiring into the chief development role in an art museum that you wish you'd known?

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- Be prepared to interface with many different audiences: this role requires an intuitive sense of who your prospects are, as well as those who are connectors to prospects.
- Question decisions made prior to your arrival. Don't feel like you need to go with the flow.
- Having a co-creative relationship with the Director where you can partner in carrying an exciting. Vision is KEY.
- A "trajectory" map would be great - how should one strategize career moves to transition from small museum to large, in terms of promotions, org moves, development areas/functions on which to focus, etc.

## **Q20: What advice would you have for someone aspiring into the chief development role in an art museum that you wish you'd known?**

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- Many museum directors seem to be expected to possess the skill sets of what would be two positions at many other institutions: e.g. Dean AND President of a college, or Managing Director and Artistic Director of a Theater. Many bring stronger curatorial and arts backgrounds than business or institution-building experience, which poses challenges for the relationship with chief development officer and a strong partnership for fundraising, Board recruitment/development, etc.
- Be vigilant about care and feeding of your prospect portfolio.
- Early on, take the time to learn institutional best practices specifically for art museums and really get to know and learn how each department functions

## Q20: What advice would you have for someone aspiring into the chief development role in an art museum that you wish you'd known?

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- It is a 24/7/365 job!
- That "wearing many hats" does not adequately describe the frenetic pace of the work. Coming from a larger institution with more resources and greater division of labor, it was a shock to the system to always be so busy and trying to keep up with all that needs to be done.
- Develop a thick skin!
- If coming from outside the art museum world - as I did - it's important to understand both the opportunities and complications that can be associated in dealing with collectors, who are often your best prospects for financial support, as well as for gifts of works of art.

## **Q20: What advice would you have for someone aspiring into the chief development role in an art museum that you wish you'd known?**

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- Work closely with all museum employees.
- Fundraising is a team sport.
- A relationship with an ED is very different from that with another supervisor/manager; Look at the makeup of the existing development department because restructuring the department has been difficult.
- (Work on your) presentation skills.
- Negotiate for your salary compensation.



## Q20: What advice would you have for someone aspiring into the chief development role in an art museum that you wish you'd known?

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- Be a generalist, not a specialist in your career.
- Flexibility and agility is the key. "EQ" cannot be trained. Hire people who understand people and have FIRE in their bellies.
- Understand that art museum development is so different from fundraising at other non profits. Seek out peers and insist your institution prepare you with solid onboarding and training about art museums specifically.
- (Learn) how to work with curators.
- Interdepartmental relationships are key; have experience influencing others.

## **Q20: What advice would you have for someone aspiring into the chief development role in an art museum that you wish you'd known?**

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- Much of my job is managing people and supporting them as they execute their daily activities. It takes time away from cultivation and asks of major donors, but nurturing talent takes time and is worth it.
- Always focus on the money. It is easy to be distracted by events, logistics, and wild goose chases suggested by volunteers. Use data to justify your actions and to parlay those facts into your next career move.
- Be patient and take the long view. Your biggest impact may be the foundation you set for those who follow.

## **Q20: What advice would you have for someone aspiring into the chief development role in an art museum that you wish you'd known?**

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- The innerworkings and relationship between curatorial and other departments was not something I was familiar with prior to working in an art museum.
- Be flexible!
- Be adamant about instilling culture of philanthropy in your institution so it's all hands on deck with development.
- Be prepared to make the case for development internally.
- Be familiar with museum-specific roles, including curatorial.

## **Q20: What advice would you have for someone aspiring into the chief development role in an art museum that you wish you'd known?**

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- The best training is to start at the bottom; associate with great people; learn from them; be humble; write well; make friends easily; create a network of peers; don't be too ambitious; strive for quality in everything you do.
- Where to start? I wish that sample org charts were available so that I could understand how other orgs are dividing up tasks of fundraising. I wish I knew how much of my time would be spent managing my staff instead of doing work of cultivating major gifts.
- The pressure is constant, it's how you manage it internally and how you project yourself.
- Battling the status quo takes up a lot of your time.

## **Q20: What advice would you have for someone aspiring into the chief development role in an art museum that you wish you'd known?**

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- (Develop) comfort in public speaking, both prepared and extemporaneous.
- Carve out time to network with other institutional peers.
- Don't assume bigger is better. Mid- and smaller sized museums offer great opportunities for creativity and flexibility that bigger museums sometimes do not. I've also found more professional development opportunities like being in leadership positions at AAM and AMDA in a mid-sized org that is doing some really bold things vs. what I found at larger orgs. These kinds of opportunities are invaluable as you build your career, network, and reputation in the field, I think.

## **Q20: What advice would you have for someone aspiring into the chief development role in an art museum that you wish you'd known?**

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- Museum directors often come into position from a curatorial background and do not always know how to support the development office or fundraise themselves.
- First development job should be working for an experienced development director in a large museum or other company, hospital, etc.
- Follow the museum/art world, have a firm understanding of major gift fundraising (qualify/cultivate/ask/close/steward).
- Beware of curators masquerading as directors.

# Professional Nirvana: Growing Through Your AMDA Journey

Wednesday, June 5 2019

Carl G. Hamm, CFRE  
Managing Partner, Museums  
Alexander Haas

Allison Chance  
Director of Development  
High Museum of Art

Jonathan Peterson  
Director of Development  
Philadelphia Museum of Art

Jessica Shatzel  
Executive Search Manager  
DRi

# Want to Be a Director

26 of 69 Total Responses

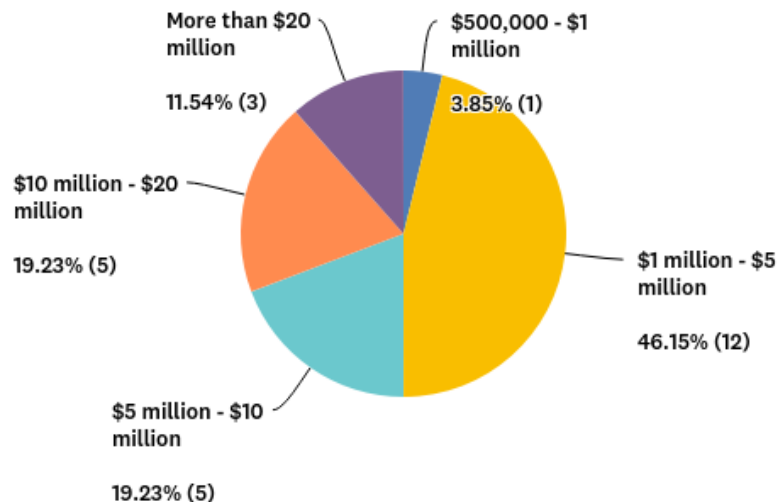
(Answered Yes or Maybe)



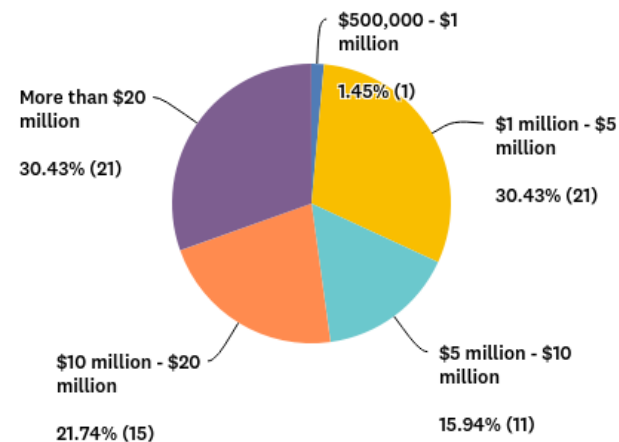
# Q1: What is your museum's budget size? [Want to Be Director]

Answered: 26 Skipped: 0

Most Likely in Museums Between \$1M-\$5M



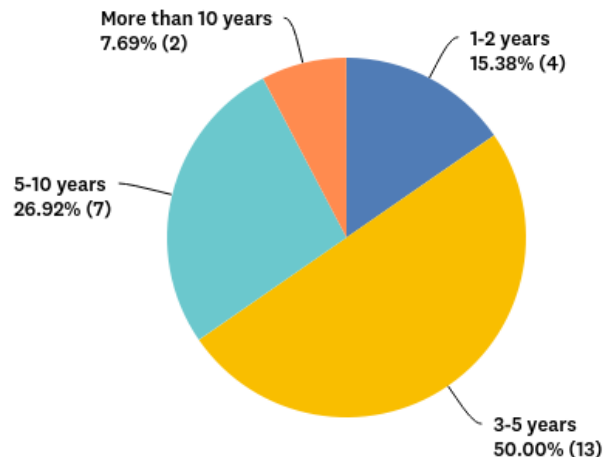
Full Survey



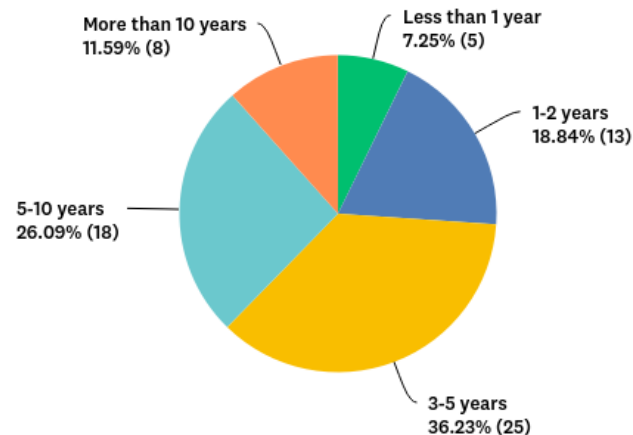
## Q5: How long have you been in your current position? [Want to Be Director]

Answered: 26 Skipped: 0

Most Likely Between 3-5 Years



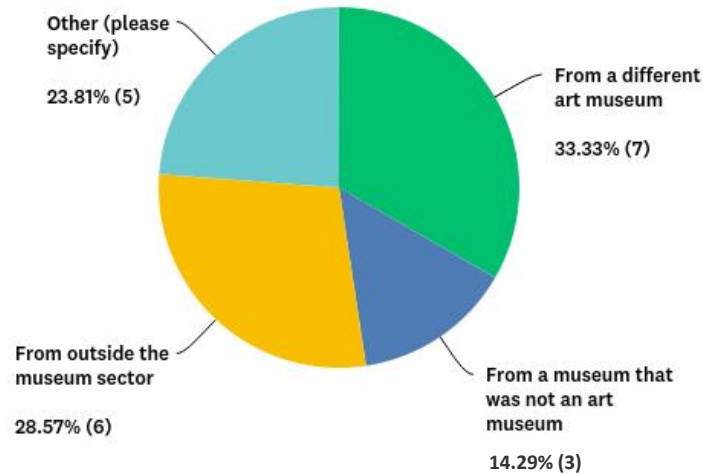
Full Survey



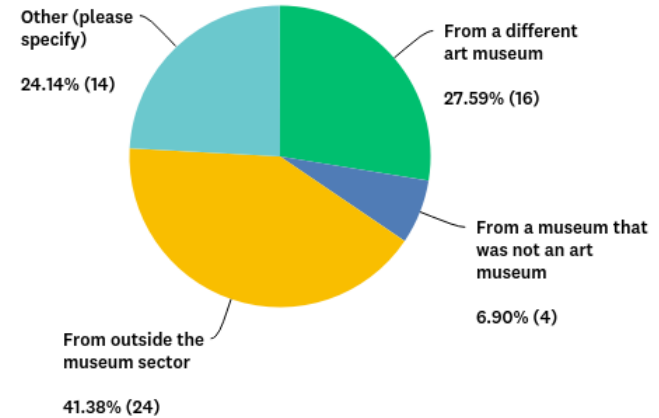
## Q8: If “no,” how did you come into your current position? [Want to Be Director]

Answered: 21 Skipped: 5

Most Likely From Within Museum Sector



Full Survey

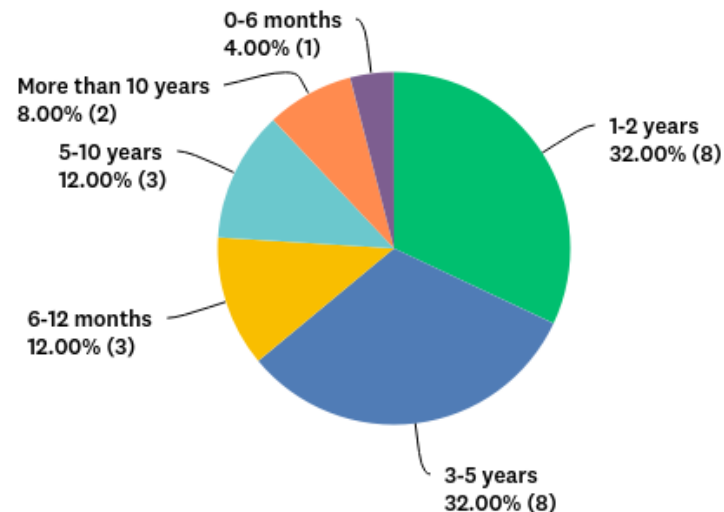


## Q14: How much longer do you expect to stay in your current position? [Want to Be Director]

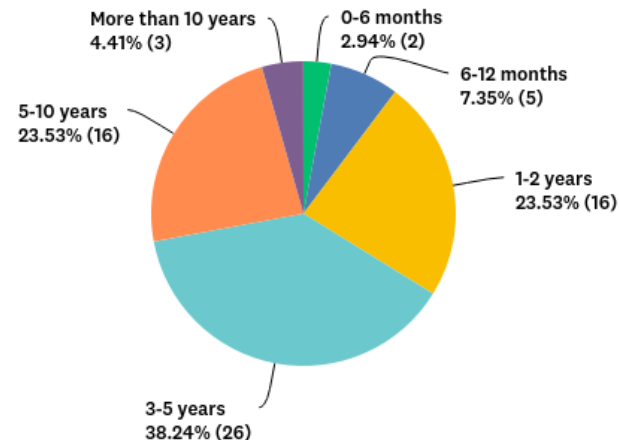
Answered: 25   Skipped: 1

48% = 2 Years or Less

16% = 1 Year or Less



Full Survey



## Q12: Which of the following experiences did you have before taking your current position? [Want to Be Director]

Answered: 26 Skipped: 0

ANSWER CHOICES	RESPONSES	
General membership	50.00%	13
Campaign management	53.85%	14
Institutional strategic planning	65.38%	17
Institutional administrative responsibilities	65.38%	17
Volunteer management	69.23%	18
Managing board committees	76.92%	20
Major gift responsibilities	76.92%	20
Supervision of staff	80.77%	21
Corporate/Foundation/Sponsorship/Government Relations	80.77%	21
Oversight of development operations	80.77%	21
Significant interface with board members	88.46%	23
Budgeting	96.15%	25
Total Respondents: 26		

## Q13: In which areas do you think you could have been better prepared for your current role? [Want to Be a Director]

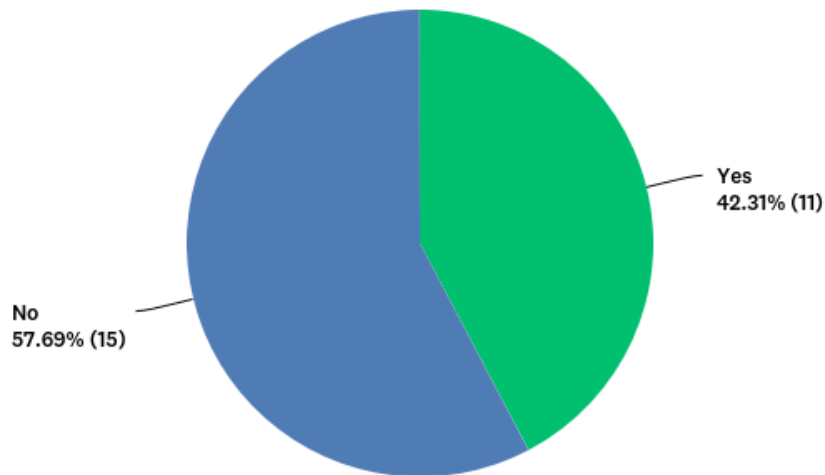
Answered: 26 Skipped: 0

ANSWER CHOICES	RESPONSES	
Campaign management	46.15%	12
Institutional strategic planning	42.31%	11
Major gift responsibilities	42.31%	11
Supervision of staff	34.62%	9
Managing board committees	19.23%	5
Oversight of development operations	19.23%	5
Other (please specify)	19.23%	5
Budgeting	11.54%	3
General membership	7.69%	2
Corporate/Foundation/Sponsorship/Government Relations	7.69%	2
Significant interface with board members	3.85%	1
Institutional administrative responsibilities	3.85%	1
Volunteer management	0.00%	0
Total Respondents: 26		

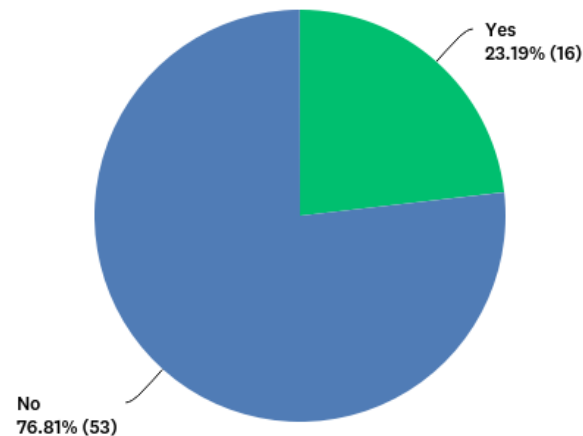
## Q15: Are you currently seeking other opportunities? [Want to Be Director]

Answered: 26 Skipped: 0

19% More Likely to Be Looking



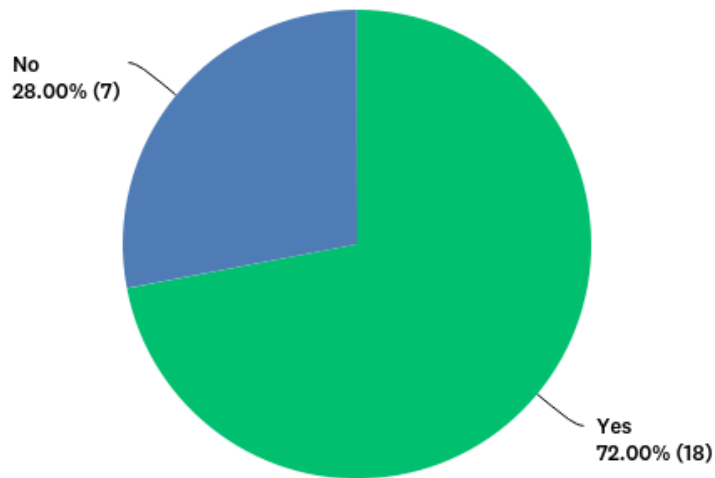
Full Survey



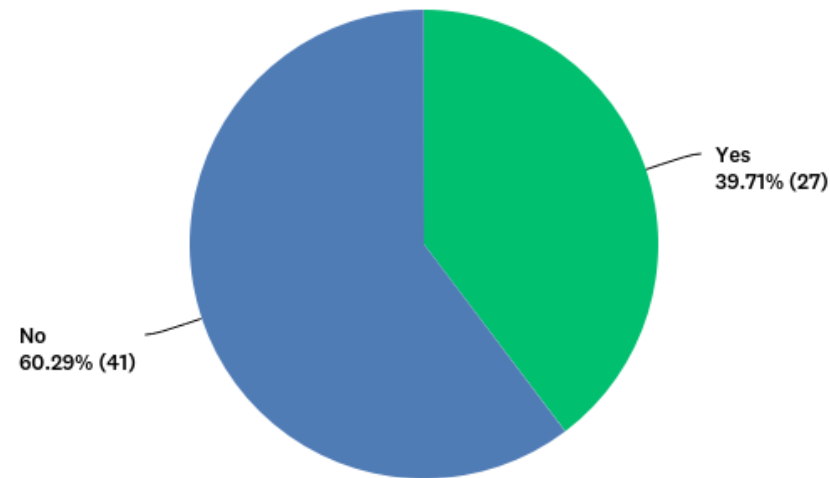
## Q18: Do you aspire to move into another chief development position in another museum?

Answered: 25 Skipped: 1

**Much More Likely to Go Into Another Museum  
Chief Development Job**



**Full Survey**

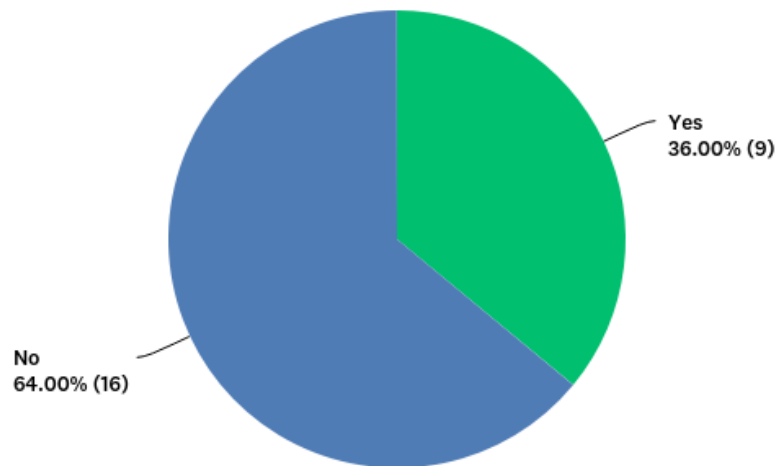




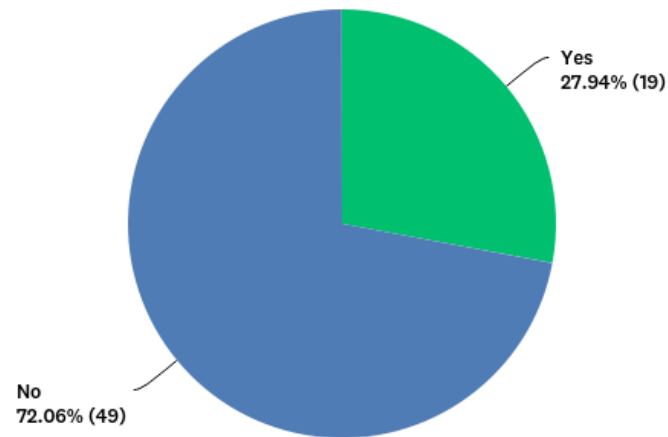
## Q19: Do you aspire to move into another chief development position outside the museum field? [Want to Be a Director]

Answered: 25 Skipped: 1

**Slightly More Likely to Leave the Museum Field  
For Another Chief Development Job**



**Full Survey**



# Looking for a Job

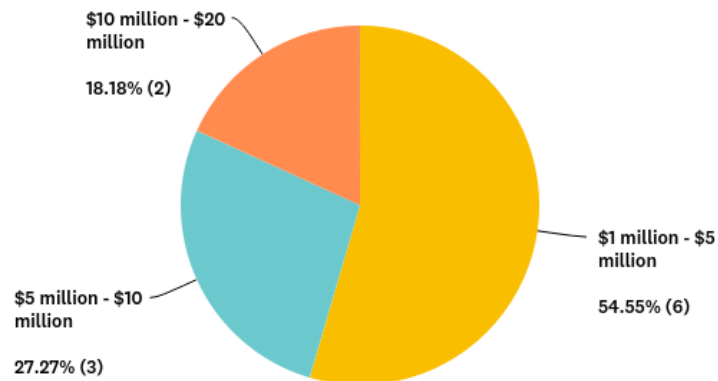
11 of 69 Total Responses

(Answered Yes)

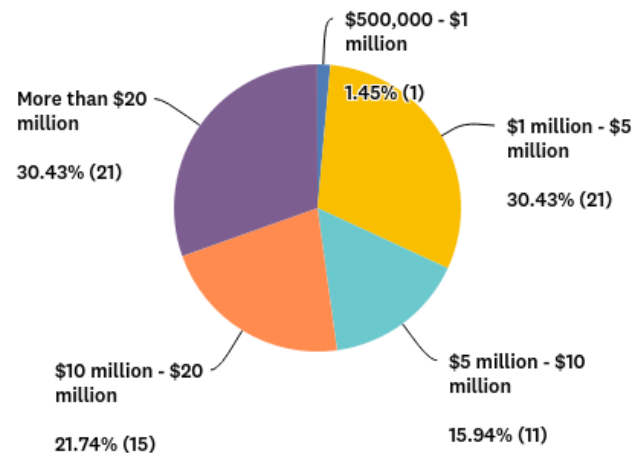
# Q1: What is your museum's budget size? [Looking]

Answered: 11   Skipped: 0

Most Likely in Smaller Museums <\$10 Million



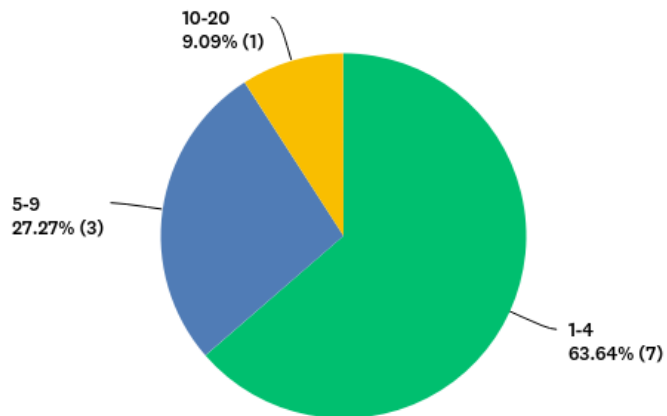
Full Survey



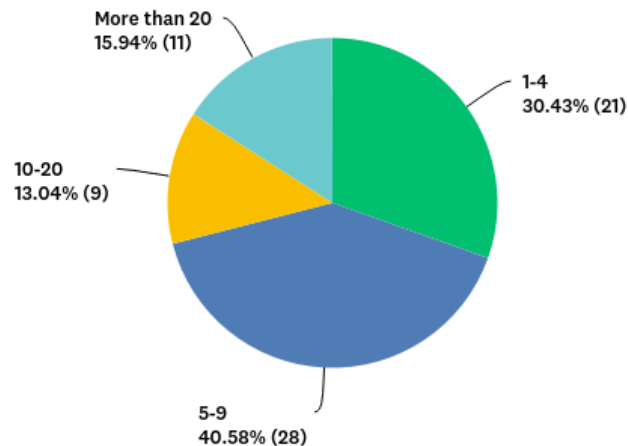
## Q2: How many people are in your development office (total)? [Looking]

Answered: 11 Skipped: 0

Most Likely in Small Shops



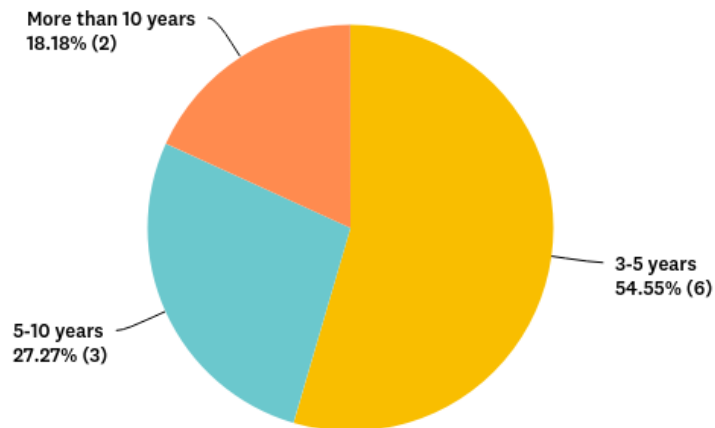
Full Survey



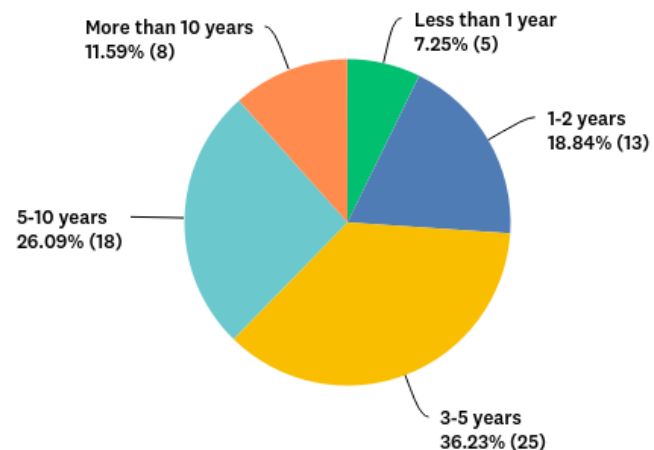
## Q5: How long have you been in your current position? [Looking]

Answered: 11 Skipped: 0

Most Likely at 3-5 Years



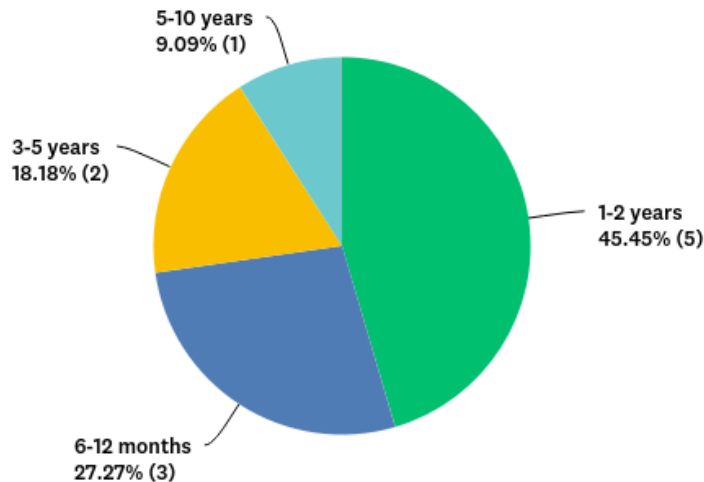
Full Survey



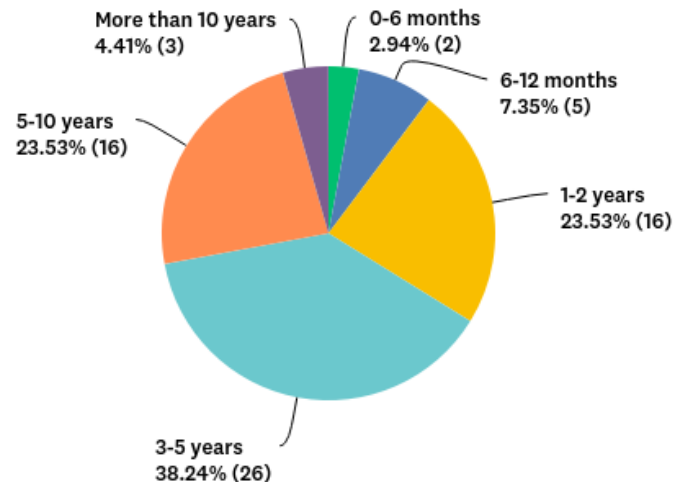
## Q14: How much longer do you expect to stay in your current position? [Looking]

Answered: 11 Skipped: 0

73% Expect to be Gone Within 2 Years



Full Survey



# Professional Nirvana: Growing Through Your AMDA Journey

Wednesday, June 5 2019

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