



Smithsonian Institution

# Advancement at a Crossroads: What's Next?

## Discover Your Smithsonian

19  
museums

9

research centers  
and the National  
Zoological Park

50

states use Smithsonian  
education content and  
curricula; Smithsonian  
science curricula is used  
in 25 countries

20

million annual visitors to  
208 Smithsonian Affiliate  
organizations in 26 states,  
Puerto Rico and Panama

156.9

million objects inform our  
past, present and future

500

Smithsonian scientists  
work in more than  
140 countries

100

million online annual  
visitors to Smithsonian  
websites

29+

million annual  
museum visitors

4.5

million people see  
Smithsonian traveling  
exhibitions

10

education and  
outreach centers



National Museum of African American History and Culture. Photo: Alan Karchmer

# FY18 - FY19: A TIME OF TRANSITION

- End of Smithsonian Campaign
  - \$1.5 Billion Goal - \$1.9 Billion Raised
  - New funding model for Advancement in FY19
- New Strategic Plan
  - Nebulous but directional
- New Leadership in Advancement
  - Commitment to Individual Giving
  - Increase Advancement revenue 5% annually
- Major challenges we face
  - Transformation of Air and Space Museum
  - Major construction projects
  - Not enough \$\$\$





SMITHSONIAN STRATEGIC PLAN

Smithsonian 2022

Greater Reach, Greater  
Relevance, Profound Impact

# STRATEGIC PLAN: GOALS

1 - **Be One Smithsonian**

2 - Catalyze new conversations and address complex challenges

3 - **Reach 1 billion people a year with a digital-first strategy**

4 - Understand and impact 21st-century audiences

5 - Drive large, visionary, interdisciplinary research and scholarly projects

6 - Preserve natural and cultural heritage while optimizing our assets

7 - **Provide a nimble, cost-effective, and responsive administrative infrastructure**

# SMITHSONIAN 2022: MEMBERSHIP COOP FOCUS AREAS

- **Be One Smithsonian**
  - Lead by example
  - Think more broadly when developing strategies to engage donors
- **Reach 1 billion people a year with a digital-first strategy**
  - Work with Privacy Officer to change privacy policy to align with Commercial Division
  - Increase digital investment to accelerate reach and growth
- **Provide a nimble, cost-effective, and responsive administrative infrastructure**
  - Continue to partner internally to create efficiencies
  - Optimize operations

# MEMBERSHIP CHALLENGES

- Privacy
  - Restrictions with regards to pixels and behavioral marketing limit our ability to be a digital marketer
- Competition among central programs
  - Reimagine Membership
  - Opportunities exist to align membership and acquisition
- Operational Efficiency
  - Mammoth bureaucracy – Change is slow to come
  - Legacy systems that are not keeping up with the times
- Increases in program costs out-pacing long-term growth
  - Paper, postage, staff
  - Cost to replace technology



# SMITHSONIAN MEMBERSHIP PROGRAMS

Unit Membership	FY17 Members /Donors	FY17 Gross Revenue
National Associate ( <i>Enterprises – Magazine</i> )	1,522,588	\$33,025,800
Friends of the Smithsonian ( <i>Office of Advancement</i> )	92,600	\$13,724,600
National Museum of African American History and Culture	101,492	\$11,384,399
Air and Space National Associate ( <i>Enterprises – Magazine</i> )	149,107	\$3,656,300
National Museum of the American Indian	41,270	\$2,751,719
Smithsonian Associates ( <i>Education and Access</i> )	20,191	\$2,102,486
Friends of the National Zoo	30,788	\$1,863,198
National Air and Space Museum	8,465	\$1,251,423
Cooper Hewitt Smithsonian Design Museum	2,545	\$347,902
Other Giving Circles (13 units)	952	\$3,018,136
<b>Membership Total</b>	<b>1,969,998</b>	<b>\$73,125,963</b>

# CULTURAL MEMBERSHIP AT A GLANCE

	0-12 month file size	Average First Gift	2017 <u>Direct Mail Only</u> Cost to Acquire	Multi-Year Average Gift	First Year Retention	Multi-Year Retention	Overall Retention	Overall Retention w/Reinstates	Revenue Per Member
<b>FOS Friends (Members &amp; Donors)</b>	83,433	\$66.60	\$48.80	\$142.05	43.20%	69.30%	63.80%	79.90%	\$165.26
<b>FOS Members</b>	67,800	\$75.67	\$48.89	\$147.95	51.10%	70.90%	67.80%	83.10%	\$179.26
<b>FOS Donors</b>	14,467	\$48.76	\$48.59	\$89.91	29.40%	55.20%	42.40%	62.50%	\$96.99
<b>NASM</b>	7,440	\$81.67	\$50.15	\$110.18	41.30%	74.90%	66.30%	78.00%	\$120.22
<b>NMAAHC</b>	101,118	\$81.07	(\$29.08)	\$68.58	43.70%	66.30%	52.70%	64.70%	\$110.79
<b>NMAI</b>	40,819	\$33.77	\$35.85	\$53.93	23.10%	66.40%	54.00%	69.30%	\$69.27
<b>Avalon-All</b>	1,040,129	\$57.08	n/a	n/a	34.40%	64%	54.80%	n/a	\$94.13
<b>Avalon-Cultural</b>	439,871	\$79.30	n/a	n/a	35.70%	68%	55%	n/a	\$124.00
<b>Membership Benchmarking (8 orgs)**</b>	36,116	\$135.00	n/a		20.90%	64.00%	43.00%	n/a	\$273.00
<b>Cultural Benchmarking (9 orgs)*</b>	70,028	\$51.00	n/a		33.00%	71.00%	58.00%	n/a	\$158.00

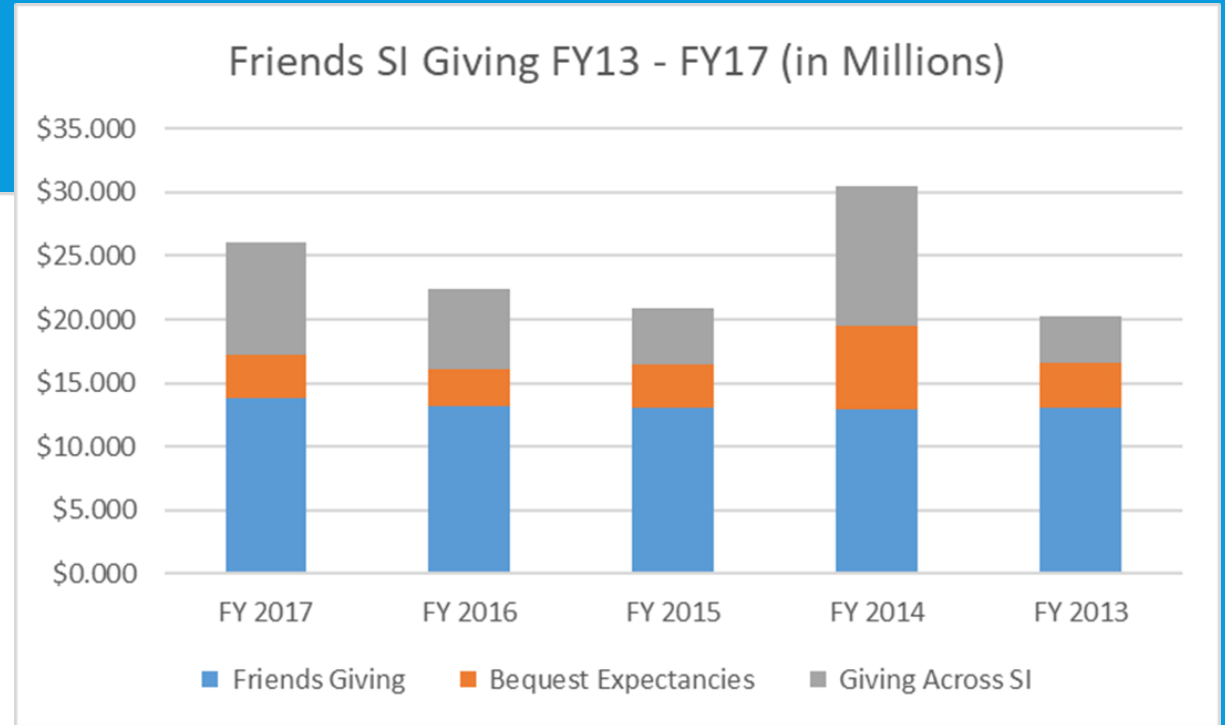
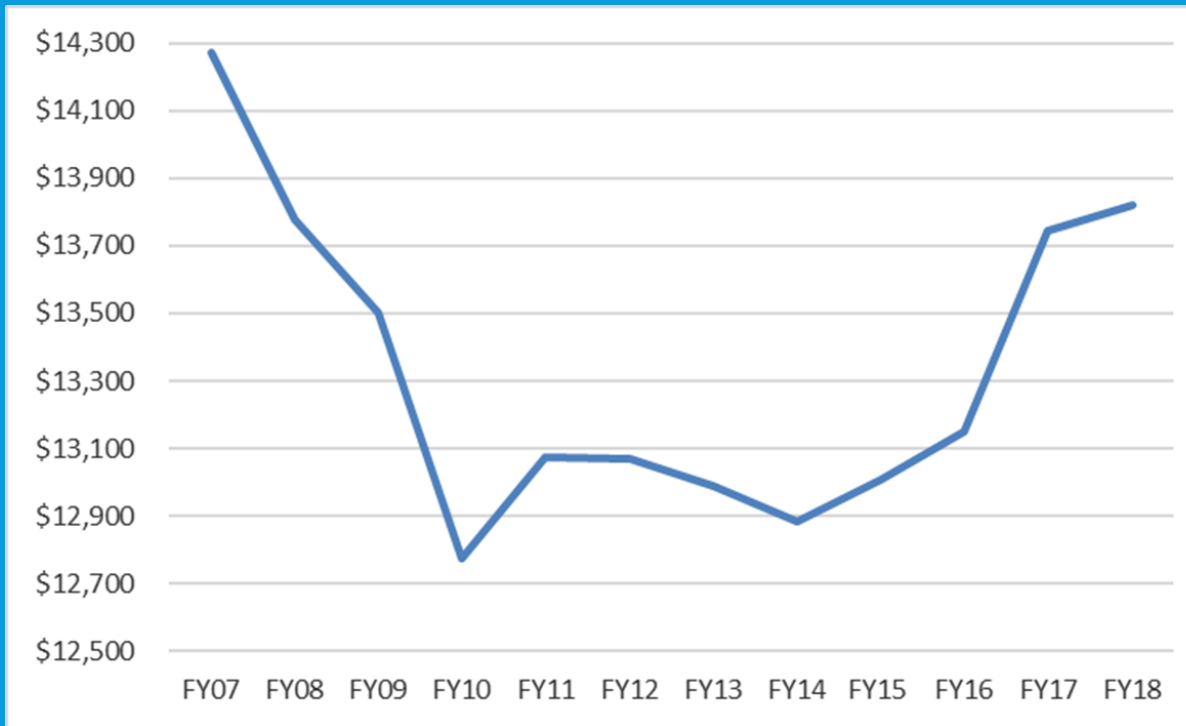
\*\*Majority of programs are admission based and front desk sales drive a higher first gift and lower first year retention.

industry average = 20-40%      industry average = 50-70%      industry average = 40-60%

\*\*Some participants include board giving as part of annual fund.



# FRIENDS OF THE SMITHSONIAN - PROGRAM OVERVIEW

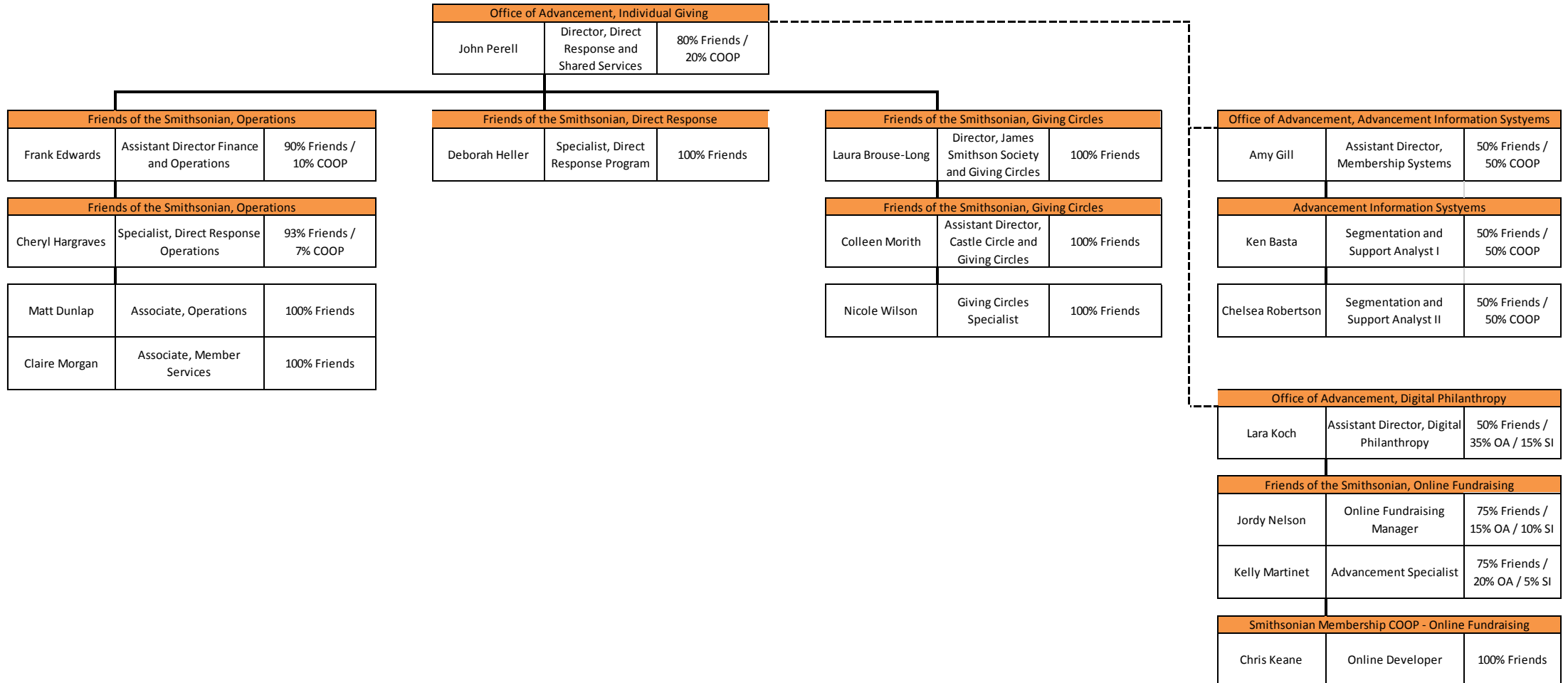


# STAFFING STRUCTURE (FY19)

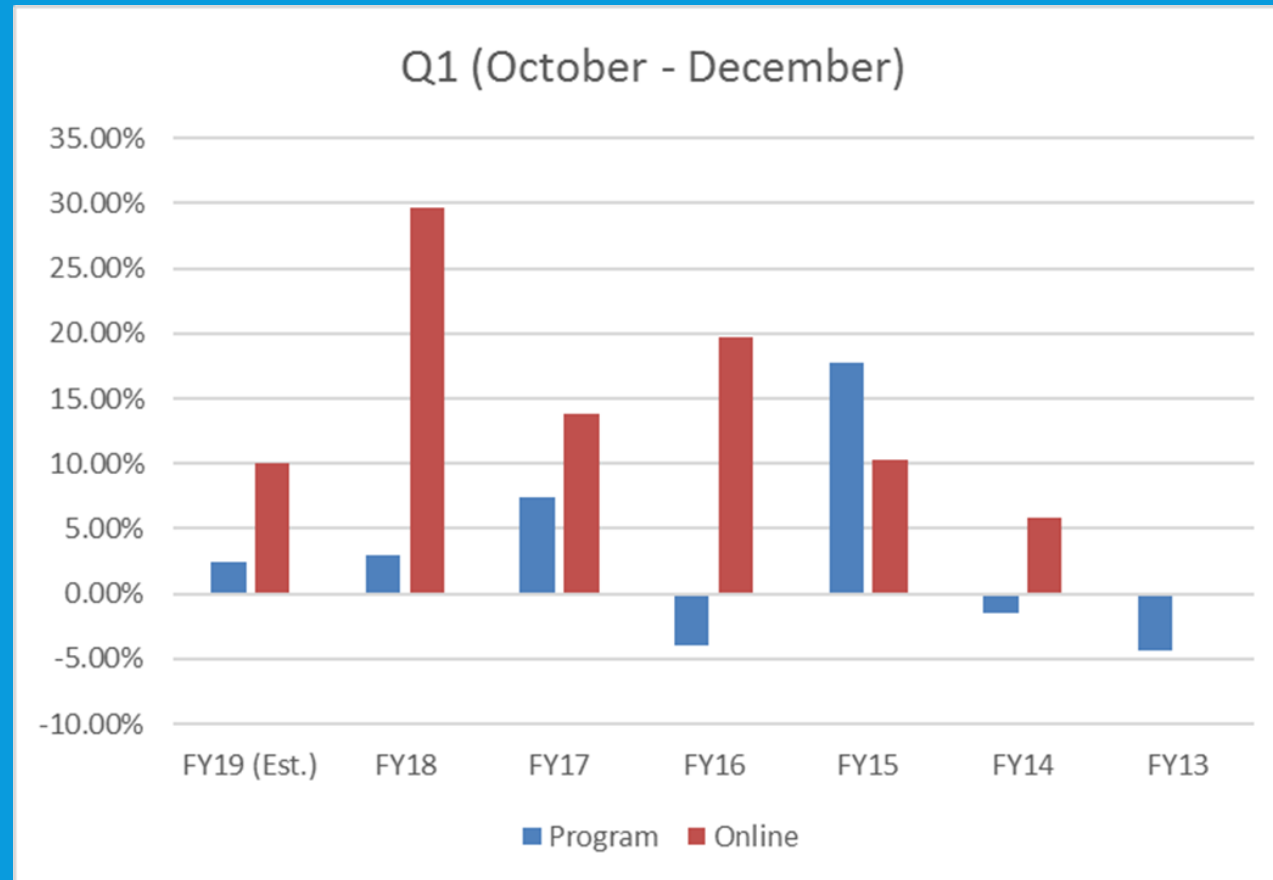
Friends of the Smithsonian  
 FY19 Staff Hierarchy (August and Beyond)  
 Friends of the Smithsonian (10/17/18)

Direct Report

Indirect Report



# EXTERNAL FORCES



# MEMBERSHIP: A DIFFERENT POINT OF VIEW

- Disruption is Happening
- Continued Focus on Mid-Level
- Leverage Digital
- Reimagining Membership