

Date: \_\_\_\_\_ Approved: \_\_\_\_\_

THE VIRGINIA MUSEUM OF FINE ARTS  
Minutes of the Resource Development Committee Meeting  
Held, pursuant to due notice, in The Pauley Center Parlor  
Tuesday, 17 November 2009, 2:30 pm

Presiding: W. Birch Douglass III, Chair  
Secretary: Ms. Suzanne Broyles

There were present:

W. Birch Douglass III, Chair  
Karen C. Abramson  
Alfonso L. Carney, Jr.  
Mrs. Whitt W. Clement  
Dr. Elizabeth F. Harris  
Ivan P. Jecklin  
Nancy B. Lund  
Steven A. Markel  
Mrs. Barbara-lyn B. Morris  
Benjamin W. Rawles III  
William A. Royall, Jr.  
Michael J. Schewel  
Ranjit K. Sen  
Mary F. White  
Pamela Reynolds, Ex-Officio  
Thurston R. Moore, Ex-Officio  
Mrs. Suzanne T. Mastracco, Ex-Officio

By Invitation:

Alex Nyerges, Director  
Ms. Carol Amato  
Stephen Bonadies  
Ms. Suzanne Broyles  
Ms. Joan W. Murphy  
Robin Nicholson  
Ms. Nancy H. Parsons  
Ms. Sandy Rusak  
Ms. Alexis Vaughn

Absent:

John B. Adams, Jr.  
Cynthia Kerr Fralin  
Richard G. Tilghman, Ex-Officio

I. CALL TO ORDER

W. Birch Douglass III, Chair, called the meeting to order at 2:30 pm and welcomed the group.

II. MINUTES

**Motion:** proposed and seconded that the minutes of the Resource Development Committee meeting held on the 16<sup>th</sup> of September 2009 be approved as distributed on the 30<sup>th</sup> of October 2009. Motion carried.

III. RESOURCE DEVELOPMENT OVERVIEW

Birch Douglass remarked that it was the job of this committee to be ambassadors for the Museum in all phases, to think outside the box, and to consult with the VMFA Senior Staff. He noted that due to the Freedom of Information Act [FOIA] restrictions, committee members will not communicate by listserv between meetings, but will send e-mails to members the old fashioned way.

Mr. Douglass reviewed the highlights of the Strategic Plan with the group. He listed the three goals: 1. Increased financial sustainability, 2. Serve a larger, more engaged, more diverse audience, and 3. Become a top destination. He then reviewed the five key strategies in the plan: 1. Enhance the quality, scope, and variety of the Museum's entire program, 2. Invest in critical marketing initiatives, 3. Become more effective & efficient in managing our organization & resources, 4. Further support technology's core function, and 5. Expand the Development program.

Alexis Vaughn, Deputy Director of Sales and Marketing, gave a PowerPoint presentation of her division's activities behind the scenes including Community Affairs, Visitor Services, Parking Services, Customer Assurance, Publications, Enterprises: Food Services and Special Events, and the VMFA Shop. She explained that the Theatre and The Council also fall under her area. Ms. Vaughn then revealed the work being done on the Grand Opening Marketing Campaign saying that the campaign's tone will be exciting, fun and celebratory. The Committee was very impressed with all the various activities and plans.

Nancy Parsons, Deputy Director for Development, gave a report on VMFA priority funding needs. She said the VMFA Fund provides unrestricted operating capital and the long term goal is to increase annual unrestricted giving every year, with an ultimate goal of \$5 million per year. Last year the Annual Fund raised \$1.34 million and to date we are almost \$100,000 over where we were at this time last year. Ms. Parsons explained that it is critically important for Trustees and Directors to have 100% participation in the Annual Fund and the percentage of Trustees and Directors giving is as important as the amount of the gift. Ms. Parsons distributed a draft of a fact sheet that can be used to discuss VMFA facts with legislators or others.

She indicated that the membership total to date is 8,000 members. The goal for fiscal year 2009-2010 is 14,500 members and for fiscal year 2010-2011 it is 18,000 members. The Top Ten Campaign of \$60 million includes \$35 million to complete expansion costs and install the galleries and \$25 million for endowment. A total of \$14.3 million has been raised to date for Top

Ten. Of that amount, \$4.5 million (31%) has been raised in 2009 to date. Outstanding solicitations are \$18 million. The goal is to raise \$20 million by June 30, 2010, \$35 million by June 30, 2011, and \$60 million by June 30, 2012. Ms. Parsons noted that the Strategic Plan includes the need to raise \$200 million to endow programs, staff positions, technology, and general operations. This campaign will begin after the successful completion of the Top Ten campaign.

#### IV. REVISIONS TO THE EXHIBITION PORTFOLIO

Robin Nicholson presented new banner exhibitions for the Portfolio: Fabergé Revealed, Mummy: Secrets of the Tomb, and Chihuly in Virginia. The Fabergé exhibit will include our Fabergé collection in its entirety alongside a number of important loans from international collections. The Mummy exhibition explores the secrets of the Mummy and rituals of death, and the Chihuly exhibition, using the entire special exhibition galleries, will survey the extraordinary range of glass pieces created by Chihuly and his studio over the last 40 years. The costs for the full exhibition portfolio were discussed. The following motion was proposed.

**Motion:** proposed by Mr. Douglass and seconded by Mrs. White, that the Resource Development Committee approves the changes to the exhibition portfolio as outlined by Mr. Nicholson. Motion carried.

#### V. VMFA 75<sup>th</sup> ANNIVERSARY

Robin Nicholson went on to discuss the plans for the 75<sup>th</sup> Anniversary of the Museum. He said there are 75 promised gifts for the spring of 2011 and 75 masterpieces of the collection will be traveling to our partners throughout Virginia in 2011 for a Statewide Celebration. Mr. Nicholson said he would be delighted to hear other suggestions for the 75<sup>th</sup> Anniversary from the group.

#### VI. OTHER BUSINESS/ADJOURNMENT

Birch Douglass asked the committee members to look at the resource development sheet in their folders and check off one or two areas of support in which they would like to work. No further business was brought before the Committee, and the meeting adjourned at 3:26 pm.

Suzanne Broyles  
Secretary of the Museum

Date: \_\_\_\_\_ Approved: \_\_\_\_\_

THE VIRGINIA MUSEUM OF FINE ARTS  
Minutes of the Resource Development Committee Meeting  
Held, pursuant to due notice, in The Pauley Center Second Floor  
Wednesday, 16 September 2009, 10:45 am

Presiding: W. Birch Douglass III, Chair  
Secretary: Ms. Suzanne Broyles

There were present:

W. Birch Douglass III, Chair  
Karen C. Abramson  
John B. Adams, Jr.  
Alfonso L. Carney, Jr.  
Mrs. Whitt W. Clement  
Cynthia Kerr Fralin  
Dr. Elizabeth F. Harris  
Ivan P. Jecklin  
Mrs. Barbara-lyn B. Morris  
Benjamin W. Rawles III  
Ranjit K. Sen  
Mary F. White  
Pamela Reynolds, Ex-Officio  
Thurston R. Moore, Ex-Officio  
Mrs. Suzanne T. Mastracco, Ex-Officio  
Richard G. Tilghman, Ex-Officio

By Invitation:

Alex Nyerges, Director  
Stephen Bonadies  
Ms. Suzanne Broyles  
Herbert A. Claiborne, Jr.  
Ms. Joan W. Murphy  
Robin Nicholson  
Ms. Nancy H. Parsons  
Ms. Sandy Rusak  
Ms. Alexis Vaughn  
Richard Woodward

Absent:

Nancy B. Lund  
William A. Royall, Jr.  
Michael J. Schewel

## I. CALL TO ORDER

The Chair, W. Birch Douglass III, called the meeting to order at 10:45 am, welcomed the group and asked them to introduce themselves. He explained that the staff liaisons for this Committee were Robin Nicholson, Alexis Vaughn, and Nancy Parsons. Mr. Douglass shared that he enjoyed visiting other art museums in his travels which feeds into his role as chair of this new Committee and he read the following committee responsibilities.

The responsibilities of the Resource Development Committee are to oversee, report to the Board and make recommendations to the Board for policies or actions concerning the following areas of VMFA: Fundraising, Membership, Marketing, and Special Exhibitions. The committee is responsible for recommending to the Board policies and strategies in these areas, particularly with regard to VMFA priorities, reputation, and financial strength, and for ensuring that the museum secures appropriate financial resources to support its mission.

Mr. Douglass stated that the priorities of this Committee fit into the opening of the new Museum and the Committee could act as a sounding board to staff members. Alex Nyerges said this Committee should be about how we can be creative about our resources for membership, development and special exhibitions. He added that regarding special exhibitions, Robin Nicholson has created the Museum's Exhibition Portfolio and could give written updates on it at each quarterly meeting so as not to take up committee meeting time. The Director noted that Marketing and Sales will not be covered at each meeting because these are long term continuing efforts. He said that reports could be made on how we are doing on Museum Operations vs. the Business Plan for example, and the Committee could be updated on any changes in the Business Plan. Mr. Nyerges said that regarding Resource Development, the development function is critical and needs to fall within the purview of this committee as there are never enough resources for marketing and advertising. Mr. Douglass noted that the policies or actions suggested by this committee must fit into the goals and objectives of the Strategic Plan. He asked the group to become familiar with the Strategic Plan.

## II. WAYS TO CONDUCT COMMITTEE WORK

The Committee discussed ideas for conducting committee work including ad hoc groups meeting, conference calling, roundtable discussions, and e-mail updates to circulate newspaper articles. It was noted that the meetings must be held according to the rules of the Freedom of Information Act. The group also expressed the need to tap into any ideas of non-committee members such as other Trustees or Foundation Directors.

### III. PRIORITIES FOR EACH FOCUS AREA

Mr. Douglass asked the group to think about identifying action items under the four focus areas, Fundraising, Membership, Marketing, and Special Exhibitions. He would like the Committee to focus on the bigger issues first but not lose sight of other issues. It was mentioned that Fundraising and Membership seem to be linked together and Marketing and Special Exhibitions go hand in hand. Mr. Tilghman remarked that those four areas have already been organized within the Top Ten Campaign. The Chairman was concerned with the need to increase our membership which has dropped lately. He said he has seen evening events at other museums enhance their membership and attract diverse audiences. Alex Nyerges stated that we have evening events planned and that opening a new wing will be sure to increase membership as more people will want to be involved in the exciting opening events. The Committee discussed ways they have seen membership increase at other institutions. Many interesting ideas surfaced such as having a VMFA membership gift card available for purchase where restaurant and retail store gift cards are sold.

### IV. STEPS TO TAKE BEFORE THE NOVEMBER MEETING

The Director said the Committee could help in the area of Development by focusing on corporate gifts and sponsorships of exhibitions. He suggested that the first few meetings of the Resource Development Committee (RDC) could be informational as the first Education and Statewide Programs Committee meetings were. He thought that a two pronged approach, with a written piece for everyone including the Strategic Plan goals, and a brief presentation at subsequent meetings would work well.

Trustee John Adams pointed out that the RDC should contribute without slowing the staff down with too much help. The Committee needs to look to the professionals in charge of these areas and find out their wish lists and what they need help with, to accelerate the staff's efforts. President Reynolds agreed and said this will help the Board become more knowledgeable and more engaged.

### V. OTHER BUSINESS/ADJOURNMENT

No further business was brought before the Committee, and the meeting adjourned at 11:50 am.

Suzanne Broyles  
Secretary of the Museum