

ANNE BERGERON

Providence, RI and New York City
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NONPROFIT EXECUTIVE AND CONSULTANT

25 years of experience solving complex strategic and organizational challenges in the nonprofit cultural sector; superior ability to lead and motivate institutions in raising operating, program and capital funds; business- and process-oriented, known for creating intelligent systems that are efficient, cost-effective and self-sustaining

Areas of Expertise

- Operational Planning
- Board, Donor & Client Relations
- Capital & Major Gift Fundraising
- Annual & Project Fundraising
- Foundation & Government Grantsmanship
- Organizational Analysis & Assessment
- Budget Planning & Management
- Project Management
- Staff Management, Mentoring & Team Building
- Writing & Communications

EXPERIENCE

Anne Bergeron & Co. Consulting, New York, NY; St. Louis, MO; and Providence, RI

Resource Development and Management Consultant

1992-1998; 1999-2000; 2006-Present

- Built successful consulting practice providing fundraising, operational planning and organizational development counsel to nonprofit arts, education and historic preservation clients. Conceived, wrote and launched “The Art of Fundraising” e-newsletter. Sample clients and projects include:
 - **Judd Foundation** (2008-Present): Designed and conducted feasibility study to determine extent of support for the restoration of artist Donald Judd’s former home and studio in New York City; held confidential meetings with staff, board members, donor prospects, city officials and others. Co-wrote findings report with recommendations addressing project feasibility, plus governance, programming, marketing and fundraising. Provide counsel to foundation leadership on capital campaign implementation.
 - **Historic New England** (2008-09): Organized and trained staff to implement new prospect research, major gifts and corporate sponsorship programs to support exhibitions and other outreach activities. Created centennial fundraising plan; provided general counsel on enhancing development and membership programs.
 - **U.S. Biennial, Inc.** (2007-Present): Created and led fundraising program for start up arts organization designed to revitalize cultural economy of post-Katrina New Orleans. Developed and successfully executed 10-month, \$3M fundraising plan securing major gifts, corporate sponsorships and institutional grants. Established systems for cultivating, tracking and stewarding donors and prospects; trained external affairs staff in best practices and coordinated development efforts with special events and public relations specialists. Worked closely with director and trustees, providing counsel on governance, financial and data management. Recruited first in-house development director, wrote short-term operational plan and continue to advise senior team on capacity building initiatives.
 - **World Monuments Fund** (2007-08): Provided interim leadership to development office. Conceived and implemented plan to optimize fundraising and stewardship; reorganized department and helped to recruit new vice president for external affairs; assessed and upgraded all fundraising systems; created prospect research and ratings program. Stewarded seven-figure planned gift that resulted in multi-million dollar estate gift; raised \$1.2M for three preservation projects in Asia; revamped annual fund, raising 90% of revenue goal in six months, increasing average gift size by 47%. Guided institutional planning process and co-authored two-year operational plan.
 - **Rhode Island School of Design** (2006-07): Served for nine-month appointment as Interim Vice President of Institutional Advancement to reinvigorate development, alumni relations and career services office following prolonged capital campaign. Nurtured team building through strong management and communication practices; reconnected development program to academic departments and faculty. Refined annual fund direct mail and online campaign, producing 8% increase in total gifts and 12% increase in average gift size over 2005-06 results. Enhanced corporate and institutional fundraising, resulting in \$2.44M from seven new sources, including \$850K grant from US Department of State and \$375K museum exhibition sponsorship. Conceived and planned \$5M scholarship drive to boost financial aid and remedy unmet campaign goal; launched quiet phase with \$825K in new gifts. Outlined new staffing structure to improve operations; managed \$2.4M departmental budget and 25 staff.

Anne Bergeron & Co. Consulting (continued)

- **Florida State University School of Music** (2000): Strategically developed and authored proposal for new, interactive media center for musical composition and performance conceived by professor for School of Music; proposal resulted in seed grant of \$830K from University's Research Foundation, which had never previously supported an arts project.
- **Opera Theatre of St. Louis** (2000): Conducted organizational assessment and made recommendations to support capital and program expansion, plus anticipated transition of executive and artistic staff. Guided development director and volunteer committee in creating planned giving program.
- **The Frank Lloyd Wright Conservancy for the Ruth and Russell Kraus House** (1999): As pro bono counsel, researched and wrote project prospectus, developed \$15M, five-phased scope of work and crafted first phase budget of \$3M; worked with board chair to cultivate donors and in five months secured \$1.9M towards purchase and restoration of landmark Usonian house.
- **Washington University School of Architecture** (1998): Organized \$14M campaign for facility and program expansion. Developed campaign structure, gift table, timeline, case statement and proposals. Enlisted support of leading volunteers and worked with dean to solicit gifts from major donor prospects.
- **American Montessori Society** (1994-97): Guided board committee in developing outreach programs to achieve national visibility; conceived and funded annual lecture series that brought Jonathan Kozol and Mr. Rogers to sold out audiences. Refined and systematized annual giving direct mail campaign, resulting in 50% increase in contributions.

Solomon R. Guggenheim Museum, New York, NY

Senior Development Consultant

2000-2001; 2003-2006

Director of Institutional and Capital Development

Capital Campaign Manager

- Recruited back to Museum to develop \$100M+ building restoration and endowment campaign. Outlined plan and major/planned gift strategy, and worked with executive staff and trustees to develop case, plus quiet phase of campaign.
- Within three months of rehire, successfully lobbied city officials to secure \$4.5M for architectural restoration project, then increased total award to \$7M (the first city funding ever received by the Museum). Worked closely with facilities, project design and management team to coordinate contract compliance with design/construction schedule.
- Secured landmark designation for Frank Lloyd Wright building on state and national historic registers.
- Identified new prospect, collaborated with curatorial team to cultivate program partnership and realized \$1.25M commitment from US foundation for traveling exhibition to China.
- In 2004, raised \$1.5M in program and operating funds from institutional funders; in 2005, raised \$2.7M for operations (74% increase), plus commitments of \$1.4M for 2006-07. Served as liaison to Education and Development board committees, assisting trustees in advocacy and fundraising efforts.
- Served as legislative affairs representative and advocated on Museum's behalf with city, state, federal and foreign officials. In two years, secured/managed \$11M from government funders, including \$1M grant from US Department of Education and \$1M grant from New York State for capital projects.
- Completed \$10M campaign for new arts education facility; provided stewardship to founding patron and secured additional multi-million dollar leadership gift; coordinated 30-member inter-departmental team to facilitate the center's completion; organized gala opening for 500 guests.
- Served as key member of three-person team to conceptualize, design and initiate \$978M capital campaign for proposed new museum and expanded operating endowment; outlined project schedule and co-wrote campaign plan; helped to secure \$20M from individuals for planning.
- Created and maintained efficient donor, prospect and revenue tracking systems. Upgraded stewardship program to better engage and acknowledge funders; conceived and initiated director's annual appreciation breakfast.

American Federation of Arts, New York, NY

Deputy Director for External Affairs (strategic planning, fundraising, public relations, marketing) 2002-2003

- Recruited to new position to create and lead external affairs program by consolidating three departments—development and membership, museum services, and communications; hired and managed a nine-person staff and \$750K budget.

American Federation of Arts (continued)

- Created long-range development plan and AFA's first major gifts campaign to meet budget in challenging period after 9-11; directed all fundraising and membership activities to generate \$1.5M towards \$6M operating budget.
- In one year, increased general operating support from foundations and corporations by 190%.
- Refined the membership program and introduced education-oriented benefits to attract diverse audiences and generate increased income.
- Oversaw creation and execution of public relations and marketing plan to raise organization's profile, rebrand graphic identify, retool press and marketing materials, and rebuild website. Resulted in heightened awareness among media, funders and other constituents.

Missouri Arts Council, St. Louis, MO

Assistant Director for Administration

1998-1999

- Hired for one-year appointment to develop \$200M Missouri Cultural Trust Fund and stabilize statewide cultural activity; managed 12-member executive team to design and execute challenge grant program; leveraged \$14M in private investment in seven months.
- Organized and conducted constituent survey and focus groups; utilized results to create new grants program in organizational development designed to build institutional capacity.
- Represented the agency as lobbyist and public spokesperson; testified at legislative budget hearings.
- Managed \$6M operating budget; supervised seven staff.

YMCA of the USA, New York, NY

Associate Executive Director, The National Writer's Voice Project

1991-1993

Director of Planning and Development, The Writer's Voice of the West Side YMCA

- Promoted to associate executive director within 10 months of hire, responsible for administrative and financial management of \$5M program.
- Restructured and administered grants program underwriting five satellite literary centers; developed evaluation methodology to assess national and local operations.
- Secured \$325K grant for writers-in-residence program, and maximum \$75K NEA advancement grant for institutional expansion.
- Revitalized membership campaign, instituted annual fund campaign and computerized donor records; raised level of contributed income by 54% in one year.
- Created and maintained internal accounting and grant management system in compliance with YMCA financial recordkeeping.

Artists Space, New York, NY

Director of Development

1989-1991

- Directed fundraising efforts and raised 70% of \$750K budget; supervised 30 volunteers and produced two galas that netted over \$200K.
- Administered earned income program, including commissioning and sales of limited edition artworks, plus gallery rentals.

The St. Ann Center for Restoration and the Arts, Inc., Brooklyn, NY

Director of Development

1987-1989

- Reshaped and conducted development effort for \$16M restoration project and \$600K arts program; increased level of contributed income by 71% in two years.
- Developed and funded in-house building restoration program with advisory team of architects, conservators, historians and trustees; rejuvenated dormant restoration campaign; raised over \$800K.

The National Theatre of the Deaf, Chester, CT

Associate Director of Development

1984-1986

Artist Studio of Harry Holtzman, Lyme, CT

Studio Assistant

1983-1984

The Art Center Gallery, Old Lyme, CT

Manager

1981-1983

OTHER EXPERIENCE

Co-Presenter, American Association of Museums, Annual Conference, "Secrets of the Magnetic Museum," Los Angeles, CA, 2010

Panelist, Arts Stimulus Grants Program, Rhode Island State Council on the Arts, Providence, RI, 2009

Co-Presenter, Mid-Atlantic Association of Museums, Building Museums Conference, "Planning for Sustainability," Washington, DC, 2009

Fundraising Instructor, Bank Street College of Education, Museum Education Leadership Program, New York, NY, 2008

Fundraising Instructor, Solomon R. Guggenheim Museum, Graduate Internship Program, New York, NY, 2003-2006

EDUCATION

Executive Certificate, Nonprofit Management, Georgetown University, Washington, DC, 2008

Graduate Coursework, Construction Project Management, New York University, New York, NY, 2003-04

Graduate Coursework, RESTORE (historic preservation), Columbia University, New York, NY, 1988

Bachelor of Arts, English, Trinity College, Hartford, CT, 1982

- **Four-Year Academic Scholarship, Mathematics**

AFFILIATIONS / AWARDS

Secretary, Board of Directors, Naumburg Orchestral Concerts, Inc., New York, NY, 1995-Present

Member, American Association of Museums, Washington, DC, 2009-Present

Member, Art Museum Development Association, National, 2004-2007

Member, ArtTable, National, 2005-Present

Member, Association of Fundraising Professionals, New York, NY, 2004-Present

Member, Cooper-Hewitt National Design Museum, New York, NY, 2001-Present

Member, Contemporary Art Society, Saint Louis Art Museum, St. Louis, MO, 1998-2000

Member, Historic New England, Boston, MA, 2007-Present

Member, Institute of Contemporary Art Boston, Boston, MA, 2005-Present

Member, The Museum Group, National, 2009-Present

Preserve Missouri Award, Missouri Alliance for Historic Preservation, Columbia, MO, 2005; recognized by state preservation society for restoring architecturally significant mid-century home in St. Louis