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An organizational study of the Christian Woman's Exchange and Hermann-Grima/Gallier historic houses

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AN ORGANIZATIONAL STUDY OF THE
CHRISTIAN WOMAN'S EXCHANGE AND
HERMANN-GRIMA/GALLIER
HISTORIC HOUSES

An Internship Report

Submitted to the Graduate Faculty of the
University of New Orleans
in partial fulfillment of the
requirements for the degree of
Master of Arts

in

Arts Administration

by

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B.S.M., Tulane University of Louisiana, 1995
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Abstract

An organizational analysis of the Christian Woman's Exchange and the Hermann-Grima/Gallier Historic Houses with an emphasis on the organizational structure, organizational history, programming, membership, and volunteerism at the organization. Includes an evaluation of organizational goals and objectives, an internship description with an impact analysis, and recommendations for the future.

I. Introduction

This report details my experiences as an intern at Hermann-Grima/Gallier Historic Houses. My internship was particularly interesting because it began in January of 1997, two months after Gallier House (hereafter referred to as **GH**) was ceded to Hermann-Grima Historic House (hereafter referred to as **HGHH**) by the Board of Administrators of Tulane University. This merger represents a bold move among nonprofits. Hence my interest in becoming involved with the newly formed organization.

The HGHH, a nonprofit educational institution, is an historic museum house complex. The HGHH is the earliest example of American, or Federal, architecture in the French Quarter of New Orleans. The complex includes a three-story brick house, a three-story brick service building, both dating from 1831, two courtyards, a six thousand gallon cast-iron cistern (reconstructed based on photographic evidence), a two-story brick carriage house and stable (circa 1850), and a small two-story brick building at the rear of the main courtyard whose purpose is unknown (circa 1780-1820). The HGHH offers one of the most complete depictions of life in New Orleans prior to the Civil War, in what has been termed the “Golden Age” of the city.

Through its collections, interpretative programs, and on-going preservation and restoration, the complex depicts the life of a prosperous family living in New Orleans’ French Quarter during the thirty years from

1830 to 1860. The story HGHH can tell its visitors about home and family life in the French Quarter during the time when the city was a leading, prosperous port city is reflected in the authentically restored and furnished house and dependencies. Central to maintaining accuracy in the interpretation and presentation of the museum are the continued efforts in research, preservation and maintenance. Through these efforts, the HGHH carries forth its educational and civic mission as an historic house museum.

HGHH has been listed in the National Registry of Historic Places since 1971. In 1974, it was designated a National Historical Landmark by the U.S. Department of the Interior. In 1986 the museum was accredited by the American Association of Museums, and will apply for reaccreditation during 1997.

II. Organizational History

A. The Christian Woman's Exchange

The Christian Woman's Exchange (hereafter referred to as CWE), Inc., is the governing authority of the HGHH and now GH. The CWE is a Louisiana nonprofit corporation exempted from federal taxation under section 501(c)(3) of the Internal Revenue Code. It was incorporated in 1881 by a group of ladies with a strong desire to help needy women. The CWE was founded on the principles of volunteerism and philanthropy and still continue to uphold these ideals today.

As the tumultuous nineteenth century neared its end and the footsteps of Reconstruction government faded away, the problem of indigent women became visibly tragic. The CWE was chartered for the purpose of teaching self-support to these needy women. It achieved this goal by providing a consignment shop where needy women could anonymously sell family possessions or handmade crafts. Additionally, the ladies challenged the lure of the free lunches offered by barrooms and set up a successful lunch room catering to businessmen.

The driving force in the organizing of the CWE was Mrs. H.W. Bartlett, who placed several advance notices in the *Picayune* for an April 1, 1881 meeting where the CWE would be organized. The ad in the *Picayune* stated that there existed "...a great desire among many of our best people to have an efficient organization of ladies, ready and willing to do whatever their hearts and hands may find to do for the encouragement, improvement and reclamation of their own sex." ¹ Mrs. Bartlett asked, in an article she wrote for the *Picayune*, "In these difficult and troubled times...who among us ought any longer to sit with folded hands in luxurious idleness....?"² And it was with this strong spirit that the CWE was founded, an organization run by women, for women, dedicated to:

- (1) Provide ways and means for the encouragement of our impoverished women....

¹ Dufour, p. 6

² Dufour, p. 7

- (2) To provide some means of improvement in the education of our young women by which they will become artistic workers....
- (3) We mean an earnest effort to reclaim the Lord's own from the pernicious amusements and allurements of the world and to cultivate in our hearts the high Christian grace of compassion.³

The CWE moved into its very first rooms at 41-43 Bourbon Street on April 18, 1881. In less than two months of operation, the CWE's activities included operating a shop where handicrafts and food products, made by needy women, were sold for a 10 percent commission; renting rooms to young women at low prices; and serving lunches and refreshments. By September of 1881, with a clear need for more space, the Exchange proposed to the building's landlord that it rent the entire building at 41-43 Bourbon Street. The rent for the first year was put at \$1,400, after which it would be \$1,500 through September 1884.⁴

After one year of operation, the CWE showed a profit of \$189.68. Total receipts for the year were \$13,765, while total expenditures were \$13,575.32. Despite a short supply of funds and countless day to day problems, the Exchange survived. News of its success spread. By 1883, the CWE began to receive requests for advice on operating an exchange from cities such as Baltimore, Memphis, and St. Louis.⁵ By 1888, the CWE had moved to a 26-room building facing Lafayette Square, purchased through

³ *ibid.*

⁴ Dufour, p. 9

⁵ Dufour, p. 10

the memorable generosity of Mrs. Florestile B. Howard and Mrs. Marie Louise Whitney, two leading ladies of the city. Here rooms were rented, a library opened, courses offered in cooking, dressmaking, and Kensington embroidery, an employment bureau operated and a Creole cookbook published.

In 1905, the CWE celebrated its silver jubilee. Board president Mrs. Caroline Williams Walmsley remembered that "...during the 25 years of our existence we have paid to poor women a sum approximating \$400,000."⁶ The CWE had come of age. On March 1, 1922, at a specially called meeting the CWE made the bold decision to rent its building on Lafayette Square which they had owned since 1887 to the *Daily States Newspaper*, and possibly sell it within five years at more than two and a half times what they had paid for it. That winter, Mr. W.R. Irby, a prominent businessman, offered the CWE spaces in the Lower Pontalba Building on St. Ann Street for a rent of \$25 per month. The CWE accepted his offer and remained in the Lower Pontalba location for six months until they moved to another Irby property, the Seignouret Mansion at 522-524 Royal Street. In November, 1922, the new quarters of the CWE on Royal Street were inaugurated. While enthusiasm was high, the Board of Managers never lost sight of its goal to acquire another permanent home for the Exchange, wherein it could fulfill its purpose; to operate a shop to help women to help

⁶ Dufour, p.11

themselves through their handicrafts, and to provide economical rooms for young working women.⁷

On June 22, 1923, the Board received a letter from a real estate agent inquiring if they would be interested in acquiring the old Grima House at 820 St. Louis Street from the Society for the Prevention of Cruelty to Animals (LASPCA). The price was \$17,500 and “very attractive terms could be arranged.”⁸ That November, and after much discussion by members of the Exchange, the Advisory Board voted to purchase the Grima House. “Only the legal procedures remained before the Christian Woman’s Exchange would own its second permanent home and in so doing make an investment in history.”⁹ The Grima House was a historic home- once one of the showplaces of the French Quarter, an architectural gem crying out for rehabilitation. The CWE moved into the Grima House later that year. The Grima House was at this time primarily a working woman’s hostel as the CWE still kept its consignment shop on Royal Street.

From its beginnings the CWE had been blessed with good leadership and dedicated members. Its survival, growth and progress during its first half century was well-noted when the fiftieth anniversary was observed in 1931. The quarter century between 1931 and its seventy-fifth anniversary in 1956 was a period of consolidation. First the Exchange had to weather

⁷ Dufour, 13

⁸ Dufour, p. 32

⁹ *ibid.*

the great depression but it was well fortified for this because its net worth for 1931 was \$114,868.97. Midway in the 25 year period, the Exchange, upset by an increase in rent in the Royal Street shop, decided to transfer the shop to the Grima House. When the shop moved into its quarters on September 15, 1946, all activities of the CWE were contained in its Vieux Carré headquarters.¹⁰

Hurricane Betsy hit New Orleans in 1965 and substantially damaged the property on St. Louis Street. One chimney was blown off the roof of the main house causing extensive roof damage, as well as water damage to five of the rental rooms. The total damages to the property were estimated at \$13,000, and the insurance company reimbursed nearly the full amount, \$12,345.15.¹¹ The disaster encouraged the board to reassess the rental program. It became evident that the need of working women for sheltered housing had radically changed and that the objectives of the Exchange should reflect the changing times.

Simultaneously, restoration activities in the French Quarter due to hurricane damage, and a renewed national interest in historic preservation, prompted local architectural historians, Samuel Wilson, Jr. in particular, to recommend to the Board that it restore the HGHH. Preservation of the house gave the group a challenge filled with unforeseen difficulties and of a

¹⁰ Dufour, p. 50

¹¹ Batchelor, p. 2

magnitude heretofore unknown as the CWE had operated without federal, state or municipal help.¹² In the end, not only the salvation of a historic property induced the CWE to expand its original mandate, but also the rare opportunity to create within the mansion's premises an educational environment reflecting the lifestyle of New Orleans' most exceptional years, from 1830 to 1860. The HGHH had made the decision to become a historic house museum. In 1968, the Board amended the Articles of Incorporation to adopt this additional purpose.

Preservation efforts began with a small amount of in-house funds and the donation of in-kind services by professionals including the restoration architect and artisans. Throughout the restoration process, which was guided by Wilson and other historic preservationists, Board Members educated themselves by visiting other museums, consulting with experts, attending nationally-recognized seminars for professionals in historic renovation, participating in archaeological digs at the museum and engaging in much dedicated work and research. Five rooms on the first floor of the main house, two ground floor rooms of the stable/carriage house, and courtyard were opened to the public on a permanent basis on February 2, 1971.

As restorations continued, other sections of the complex were added to the public tour. Restoring the 1830s kitchen to working condition was

¹² Kleck, p. 3

the main addition, followed by the wine room, wash room, and bathing room. The restoration efforts of the Exchange continue today, with the recent completion of the ironing room and of a small two-story building in the courtyard, reflecting the same perfection of accomplishment that characterized the early years. The most recent mission statement of the CWE, which appears on the January 4, 1996 Long Range Plan, still reflects the Christian Woman's Exchange commitment to preserve the rich culture and history of New Orleans. It reads as follows: "To preserve and complete the restoration of the Hermann-Grima House and properties, to interpret their place in and contribution to the culture of New Orleans, and to educate visitors about the history of New Orleans and its population in the period 1830-1860."¹³

The most recent milestone for the organization has been the acquisition of Gallier House Museum, located on the 1100 block of Royal Street, from Tulane University on October 7, 1996. Tulane's decision to donate the museum property ensured that GH would remain part of New Orleans' public cultural trust. According to Tony Lorino, senior vice president for operations and chief financial officer of Tulane University, the agreement with the CWE capped a year-long process of pursuing "the ultimate ownership of the Gallier House through some other source."¹⁴

¹³ January 4, 1996 Long Range Plan, Christian Woman's Exchange

¹⁴ Marinello

Tulane donated the property to ensure that GH would be maintained as a museum opened to the public. “If we would have sold it for real estate value, [Tulane] would have had no assurance that that would prevail,” continues Lorino.¹⁵ The acquisition of GH has raised HGHH’s endowment by \$3.8 million. GH and the HGHH are now operated by the unitary direction of the CWE, with a single staff responsibility for both sites. Just as the volunteer leadership has traditionally been strong and visionary, the current professional management is working hard to ensure the smooth annexation of GH. The property’s transfer has run smoothly because HGHH’s staff adheres to the highest standard of museum professionalism, aggressive fund-raising and prudent fiscal management.

The merger of the two historic homes represents a bold move among non profits to consolidate assets in order to become more competitive. Management has been conservative during the first months of the merger, acquainting themselves with the problems and benefits associated with running the two houses. New staff has been hired to oversee the operations and the visionary management style characteristic of HGHH and the CWE has been carried over to GH. HGHH recognizes the potential synergy of running both houses and is taking every possible step to realize this. Although the annexation of GH, has not come without its challenges and problems, it has placed the CWE at the forefront of historic preservation

¹⁵ Marinello

efforts in the city. It has also given the newly organized organization, Hermann-Grima/Gallier Historic Houses, an advantageous position as a leader in the historic home museum segment.

B. The Hermann-Grima Historic House

The nineteenth century was a time of great progress and accumulation of wealth in Louisiana. Great numbers of people came to the new territory to seek their fortunes. As the population grew, so did the commercial activity of the area, especially the plantation system. At this time, New Orleans emerged as one of the great ports of the world. As the city grew, it developed a reputation as a place of great opportunity, where fortunes could be amassed quickly. People of all classes and backgrounds came to New Orleans hoping to cash in on the boom town. Not only Anglo-Saxon Americans, but also many Europeans came to Louisiana.

Mr. Samuel Hermann was one of these men who came to Louisiana from Europe and achieved great success. He settled in St. John the Baptist Parish, up-river from New Orleans in what was traditionally considered the German Coast of Louisiana. There he met and married Emeranthe Becnel Brou, a Creole whose family had been in Louisiana for generations. The couple arrived in the city around 1815 and purchased a house on the lot where the present day HGHH stands. By 1831 Mr. Hermann had amassed a substantial fortune as an entrepreneur, banker, and broker with wide range

interests. That year, they tore down their older home in the French Quarter and commissioned William Brand, an architect and builder from Virginia, to design a high style brick mansion.¹⁶ The Hermann's new home, now known as the Hermann-Grima House, aptly reflects the social and economic status that the immigrant Samuel Hermann had achieved in his adopted city.

The Hermanns' estate, one of the largest in the Vieux Carré, occupied five adjacent lots which fronted on St. Louis, Conti, and Dauphine Streets. The necessary components of an affluent household in the antebellum South were compressed within this limited urban space. There was a large dwelling house; a formal garden; a detached service wing with a kitchen, wine room, wash room, ironing room and living quarters for the servants; a stable with a carriage house; and miscellaneous functional structures such as privies, cisterns, wells and pumps, store rooms and a wash house.¹⁷

Unfortunately, Hermann's successes were not immune to the Panic of 1837, when he lost over \$2 million dollars to the depression. As a result, Mr. Hermann was forced to sell his house to Judge Felix Grima in 1844. Interestingly, the Judge had handled the original building contract between

¹⁶ Dameron, p. 13

¹⁷ *ibid.*

Mr. Hermann and architect William Brand in 1831. Judge Grima acquired the back half of the property fronting Conti Street in 1851, but used it for rental purposes. The Judge and his descendants lived on the property until 1921, when it was sold to the LSPCA. Several years later, the Christian Woman's Exchange bought the property and has owned it ever since.

C. Gallier House Museum

GH is the restored nineteenth century home of prominent New Orleans architect James Gallier, Jr. Construction of the elegant townhouse began in 1857. Designed as a home for himself, his Creole wife, Aglae, and their four small daughters, the building reflects the young architect's innovative ideas about residential comfort and convenience. Interesting facets of nineteenth century residential design, such as a cast iron cooking range supplying hot water to the plumbing system and a modern bathroom upstairs, can still be seen at Gallier's home.

Restoration work on GH began in 1968. During the restoration process, special attention was paid to room arrangements which reflected local activities and customs. The Gallier family sold the house in 1917, and much deterioration had taken place in the intervening years. Fortunately, most of the original walls, woodwork, cornices, plaster work, mantles and several gasoliers survived this period. Historical archaeology and paint

scrapings revealed the original colors which are now restored. Victorian furnishings were selected on the basis of a detailed inventory of the house taken after James Gallier's death in 1868. Particular attention was given to the purchase of locally made or used pieces. All items reflect the 1860 to 1890 period but did not belong to the Galliers. Local newspapers and inventories, period housekeeping books, and diaries were among the sources of information about typical household items and their users.

Stylistically, GH is eclectic, combining Italiannate features, such as the stucco treatment, with classical elements like a formal front entrance. The lot is a standard French Quarter size and shape; the townhouse plan is also typical of this time period. The main block of the building, toward the street, containing the parlours, bedrooms and principal living spaces, while the back wing contains the dining room, pantries, kitchen and servants' quarters. This plan creates a large courtyard unto which most of the rooms face. Like many French Quarter buildings, Gallier House is constructed of brick on brick foundations that increase in width below the surface. The first floor exterior on Royal Street is stuccoed in a heavy, rusticated pattern, then painted to resemble granite, a more expensive building material.

James Gallier, Jr. is best remembered as the designer of the famous French Opera House built in 1858, one of the city's most elaborate facilities. Although this building was destroyed by fire in 1919, other examples of Gallier's work attest to his architectural skill. His Bank of

America Building¹⁸ on Exchange Place was probably the first in New Orleans to have a structural cast-iron front. Among his important residences was the Florence A. Lulig House¹⁹, later used as the Jockey Club.

Gallier was born in England in 1827, the son of an Irish architect and builder who brought his family to America in 1832. The father, James Gallier, Sr., became a successful architect in New Orleans. Well-known for designing the St. Charles Exchange Hotel²⁰ and Municipality Hall²¹, now known as Gallier Hall in his honor, he turned over his practice over to his son James Gallier, Jr., in 1849. In addition to the Galliers' restored residence and courtyard, Gallier House Museum includes two adjacent 1830s commercial buildings which have been converted for museum use. One contains a space for exhibitions which explore aspects of Victorian art and lifestyle and a museum shop. Films about disappearing architectural crafts such as plastering and graining are shown before each tour. The second floor of one of these buildings has been leased to the University of New Orleans' College of Urban and Public Affairs (CUPA), which will use the space to house the Historic Preservation Department starting sometime during 1997. Gallier House was first opened to the public as a museum by the Ella West Freeman Foundation in 1971. It operated under the auspices

¹⁸ circa 1866

¹⁹ circa 1865

²⁰ circa 1835

²¹ circa 1845

of the Foundation until 1986, when ownership and operations were transferred to Tulane University.²² Leadership of the house was assumed by Hermann-Grima House on October, 1996.

III. Organizational Structure

A. Board of Managers

The Christian Woman's Exchange, officially chartered as a nonprofit organization, is the legal governing body of both the museums. The thirty members that comprise the self-perpetuating Board of Managers are chosen for their interest in and knowledge of historic preservation, fund raising abilities, and management skills. Officers are elected annually, and the president serves for a one year period.

The Board is made up entirely of women, accounting for the organization's unique management flavor. The Board has three major responsibilities: to set policy, to govern finances and to hire, supervise and discharge the Director. In 1992, board tenure was changed from life to a possible maximum of two five year terms. To ensure the efficient and prudent management of the organization, important decisions involving the museum's future direction are the result of joint consideration by the

²² Gallier House Docent Manual

Board, the Director, and key professional staff. Individual Board members are always available to the staff for consultation and support.

It is the responsibility of the Board to approve the annual operating budget prepared by the Director and any expenditures for major projects. The Board examines and amends the long range plan annually, and is responsible for raising funds that will enable Hermann-Grima and Gallier Historic Houses to realize their preservation, educational, and interpretative objectives. The Board also organizes two major fundraising events annually.

The Board of Managers, led by a six-member Executive Committee, is the ultimate governing body of the museum. The Executive Board (composed of the president, vice-president, treasurer, assistant treasurer, recording and corresponding secretaries) meets before each monthly Board meeting to set the agenda and assign responsibilities. The Director attends and reports at monthly Board and Executive Committee meetings, and also participates in other committee meetings such as those of the Restoration, Accessions, and Finance committee. There are two advisory committees to the Board, one made up of financial professionals who provide assistance to the endowment and the other of business leaders to provide assistance as needed.

The Nominating Committee proposes potential new Board Members and the slate of officers. The Advisory Planning Committee initiates long-

range planning with input from other committees. The Director and staff address changes to be voted on by the Board. The Finance Committee oversees the endowment funds of both houses. The Fund Raising Committee works with the Community Relations Manager and the Director, to plan, manage and execute fundraising activities. The Membership Committee develops prospective membership lists and solicits new members with mailings and information at the ticket desk. All committees report to the full Board of Managers which votes by majority on all policy decisions and major expenditures.²³

Although the board of the Exchange was shown great vision and commitment throughout its 150-year history (perhaps nowhere more visible than the acquisition of GH), its philosophy has hindered the growth of the organization to an extent. Board members are still predominantly white, Anglo-Saxon, Protestant women who adhere to the most conservative standards. While it is true that there has been a conscious shift towards more openness in the organization, management style still reflects the conservative and elitist philosophy of the board. The organization's only effort to become more reflective of the larger community has been to accept a handful of non-Protestant Christian women as board members.

The Exchange has also been very conservative in the way it manages the museum's finances. For instance, HG's \$2.5 million endowment is

²³ Charters and By-Laws of the CWE

earning a mere three percent return, when it could be making more than twice of that with more aggressive investment strategies. The Board has been reluctant to take loans and to increase the budget in areas desperately needing money to repairs of assets or to maintain the collection. Staff members have embarked on the slow task of convincing the Board that the times have indeed changed and that exclusivity and conservatism are not the best ways to run an organization which has among its goals, social service and education.

B. Staff

The Board delegates to the Director full responsibility for the daily administration of the museum. Specifically, the Director supervises all income generating activities, such as tours, special events and rentals by outside entities, and the museum shop. The Director also ensures that the museum operates according to the policies set forth by the Board. The Director initiates programs, physical restoration projects, supervises acquisitions and deaccessions, and conservation activities and recommends policy to the Board. He directs public relations and assists with development activities. The Director prepares the annual operating budget and executes it after approval by the Board. The Director also hires, supervises, and discharges all professional staff; the Curator supervises custodial workers, the Education Coordinator supervises guides and cooks,

and the Shop Manager supervises two shop volunteers. The Director's performance is evaluated annually by the Board's Executive Committee.

All staff members belong to a variety of state, regional, and national professional organizations. The museum is a member of the American Association of Museums (AAM), the Louisiana Association of Museums, the Southeastern Museum Conference (SEMC), and a number of other organizations, such as the Decorative Arts Trust, The Victorian Society of America, and the National Trust for Historic Preservation. Staff members attend meetings of organizations in their field and report back to the rest of the staff. Recently, the Curators have attended seminars such as the Louisiana Association of Museums' textiles conservation workshop. The Director attends workshops sponsored by the Greater New Orleans Foundation on budgeting and fundraising and the annual AAM meeting.

Currently, the museum employs the equivalent of 8.0 full time staff members (6.0 professional, 1.5 custodial, and 0.5 guides) between the two houses. All professional staff have degrees in appropriate academic disciplines.

The Director, Mr. Lee Warner, has been at Hermann-Grima/Gallier Historic Homes for little over a year. He has 18 years of experience as manager and director of public and private cultural nonprofits. He has significant practice in restoration and operation for historic sites and has directed a state history museum. He has a Ph.D. in American history and

has published works on nineteenth century American history. He is active in regional and national professional organizations and has substantial experience in marketing and fundraising. He currently teaches a graduate-level class at the University of New Orleans, College of Urban and Public Affairs.

Ms. Jan Bradford, Head Curator, who has an MA in Art History (and additional studies in a Ph.D. program at the University of Kansas), has 17 years of professional curatorial experience. She has been at HGHH for over fifteen years. She is responsible for collections maintenance, cataloguing, research, developing theme tours and supervising the custodial personnel.

Ms. Mary Strickland is a newly-appointed curator at the Hermann-Grima/Gallier Historic Houses. She is a native New Orleanian who has been curator at Gallier House since 1993. She recently obtained a Master of Science degree from LSU, specializing in Historic Textiles and Costumes, and minoring in Anthropology.

Mr. Mark Rubin, Community Relations Manager, recently received his Master of Arts in Arts Administration from the University of New Orleans. His original assignment at the museum was in January of 1996, as an intern in marketing and development. He attended the Gallatin School at New York University for his undergraduate studies. He oversees all community relations, marketing and development functions at Hermann-Grima and Gallier Houses.

The Business Manager, Ms. Nadine Francis, holds a Bachelors of Arts in Arts Administration from St. Mary's Dominican College, with a minor in Business. She has been at HGHH since 1985. Prior to working for HGHH, she worked at the New Orleans Museum of Art. She is responsible for all financial and business operations of both houses.

Mr. Claude Stephens, the newly appointed Education Programs Manager, comes to the museum from the Tallahassee Museum of History and Natural Science where he was employed as Director of Education. Prior to working in museum education, he was a teacher in Virginia and Kentucky. He completed his undergraduate studies at Centre College in Kentucky and pursued his graduate studies at the University of Virginia. He is responsibly for creating and implementing all education programs at the museum.

Mr. Michael Brandt is the museum's Educator. Previously a volunteer guide for HGHH, he came to this position last year. He holds an undergraduate degree from the University of South Carolina and is currently working towards a Master of Science in Urban Planning and Historic Preservation at the University of New Orleans. He works closely with the Education Program Manager.

Besides managing the Hermann-Grima museum shop, Store Manager Ms. Tracye Brandt, schedules shop volunteers and tour guides. She holds an

undergraduate degree from the University of South Carolina and has previous experience in marketing and retail.

A Volunteer Manager is in the process of being recruited. This new position will oversee all aspects and dimensions of volunteerism at both houses. The manager will recruit and train volunteers, organize a guest lecturer series, and serve as liaison between the volunteer pool and staff and board members.

In 1982, the museum adopted a comprehensive, written personnel policy which has since been amended twice. Each employee is given a copy of the policy, which covers benefits, vacation privileges, sick leave, performance appraisals and other appropriate topics.

IV. Education and Programs

Another important goal of the newly merged institution is to expand programming for the public, both young and old. Programming for the past fiscal year which ended in March 1997 was stagnant, as management tried to gain control of Gallier House and reinvent itself as a two-house operation. In the past, programming was centered around the seasons (Christmas, Spring, Summer and Fall) with special tours and activities as the main focus. Now, with a clearer understanding of how to run the two houses simultaneously, Mr. Stephens has planned new and exciting activities

besides the traditional seasonal activities. The goal is to have special programs for each age group monthly in each of the houses.

According to Mr. Stephens, the programs for adults could include lectures, collector series, how-to series, and architectural seminars. These are not slated to begin until late July, 1997 and the specifics have not yet been determined. As of now, bigger emphasis has been placed on the children's programs which started in April because these programs will create awareness among parents (i.e. locals) and ultimately could result in an increase in membership and participation in adult programming. Mr. Rubin is frustrated because the houses still do not have any programs to offer to potential members other than these children's programs. He would like to have some of the adult programming begin earlier than July but given that the houses are in the process of adjusting to the new system, the probability of this happening is slim. His concern is justifiable. The only educational programming HGHH and GH have to offer members are tours. How many tours can a member go on?

The children's program will include a Summer Camp, mother/daughter and father/son activities for Mothers' and Fathers' day, off-site programming, and a variety of tour options for school groups. They want to include more public school students in their programs, because currently it is white, upper middle class students who benefit from the

houses. The biggest obstacle faced by the public schools is lack of transportation.

A second cooking day focusing on African American cookery, and conducted by African American volunteers will be implemented some time in 1997 as well. Mr. Warner says, and the rest of the staff agrees, that it is important to recognize the role that this group played both in the Hermann and Grima households and in the New Orleans community. After all, at times up to 15 blacks lived on the premises. He says that the board might view this move with skepticism, given their conservative nature, but it is precisely the type of program that will put Hermann-Grima/Gallier Historic Houses on the map. Besides, he added, the board has wanted both to start a second cooking day for a long time. Marketing opportunities for this innovative program abound.

I think that this planned innovative programming in the current fiscal year is just what Hermann-Grima/Gallier Historic Houses needs to capture a bigger segment of the local market and increase community outreach. Further, the African American cooking day will help recognize the efforts of people who were instrumental in molding the New Orleans culture and help ease some of the conflicts that have resulted from the name Christian Woman's Exchange. The staff is enthusiastic and is confident that these programs will be successful.

V. Funding and Financial Support

A. Financial Structure

The museum's financial condition is extremely strong because of prudent fiscal management, sound yet conservative investments, successful fundraising efforts and long-range planning. Earned operating revenue is derived from admission fees, special events, gift shop sales, membership dues, and annual fund-raisers. This income is supplemented by donations, gifts and grants, and by revenue generated by the endowment fund.

In addition to an endowment fund of \$2.3 million for Hermann-Grima House and the \$3.8 million capital gain which Gallier House represents, the museum has a working capital of almost \$150,000 on a current operating budget of \$562,000.²⁴ Every year, an outside independent auditor conducts a full audit. Financial management has been characterized by the Board's full acceptance of its fiduciary responsibility and a prudence that has served the institution well. The Board's conservative values are evident in a provision in the charter which forbids the acquisition of debt.

The Museum's financial structure reflects a generation of growth that has produced the current healthy status. Because the Board of Managers has traditionally assumed full responsibility for production of all contributed income, its accounts have been maintained separately from the operating account which is under the Director's authority. As the staff begins to

²⁴ 1995-96 IMS General Operation Grant Application, HGHH

assume increasing responsibility for producing additional unearned income, the distinction between the funds is no longer so important and there is a shared recognition that all funds are to be used in a unified manner for the institution's benefit.

B. Non-Cash Support

HGHH depends heavily on the services of its dedicated volunteers. In 1996, approximately 115 volunteers donated more than 4,588 hours of their time. At \$5 per hour (which is a lot less than the comparative value for the services performed in the traditional workforce), their services account for \$22,940. Volunteers range in age from 20 to 81 and work as docents, school group guides, cooking demonstrators, researchers, translators, museum shop salespersons, program developers, fundraising committee members, interns, board members, and legal and investment advisers. Volunteer support, is in many ways, among the most important elements in the success of this museum.

Tour guides and docents are perhaps the most visible volunteers the organization can count on. These individuals enhance visitors' experiences by providing a detailed interpretation of the history of the HGHH. They not only provide a substantial bulk of visitors services, but free the professional staff to perform the vital parts of their jobs.

Volunteer cooks are also a highly important non-cash resource. They provide a visible hands-on interpretative program for museum visitors. The cooking demonstrators come in every Thursday, from October through May, and during special events to prepare researched recipes using period ingredients and utensils in HGHH's 1831 restored kitchen. The kitchen and its cooking demonstrators give the institution a dynamism and vitality it could not otherwise provide given the resources.

The Board of Managers, the Advisory Committee and the Preservation Fund Advisers all donate their services regularly. The Board of Managers is much more than simply a board for policy determination. They provide much needed labor at this small institution. They are avid fund-raisers, researchers, and publicists. The advisory committees are also extremely important to HGHH, and now Gallier House. They advise the institution on a wealth of functions, including legal matters, investments, marketing, management and accounting.

Fundraisers, such as *Amazing Grapes*, a wine auction, are also produced by volunteer committees of approximately 20 people. Businesses and individuals donate non-cash contributions for these functions including floral arrangements, printing, catering services, music, wine, and favors. For example, Christie's has donated an auctioneer for the event for the past six or seven years and a local radio announcer serves as emcee.

C. Earned Revenue

The HGHH relies on earned income, return from the endowment fund, fundraising events, and contributions from the private sector for its survival and growth. Ninety percent of the Hermann-Grima annual operating budget is from earned income. Of this 48 percent is derived from tours, museum rentals and shop sales. The remaining two percent came, in 1995-96 from a Collections Assessment Program Grant.

During the 1995-96 fiscal year, the four largest categories of earned income were interests and dividends (25 percent or \$119,765), fund raising events (20 percent or \$95,973), admissions and shop sales (13 percent or \$63,530), and special event rentals (13 percent or \$61,469).²⁵ These diversified earned income sources and the solid performance of the organizations endowment of \$2,321,635 reflect the fiscal health of the institution.²⁶ The current Board investment policy seeks a balanced return in the endowment and "...only a modest growth in endowment principal is expected over the next couple of years as major fundraising will be aimed primarily at capital improvements and program enhancement."²⁷ A major source of complaint among staff members is precisely this modest endowment growth, earning a small three percent return on deposit.

²⁵ 1995-96 IMS Grant Application

²⁶ As of December 1, 1995

²⁷ 1995-96 IMS Grant Application

Relying on admissions and shop sales (24 percent of total income or \$63,530) does not seem like a good strategy as the competition for visitors in the French Quarter keeps increasing. Gains in the gift shop earnings at either house seems unlikely as both have limited space and offer merchandise targeted, for the most part, at the museum visitor exclusively. Admission income has increased at a steady 2.8 percent rate over the last couple of years and this has been due to price increases and not more visitors.²⁸ Management is contemplating raising the school group admission price to \$2, a 100 percent increase from the current \$1 price. I think this is a smart move because this segment will continue to support the houses irrespective of price. Also, raising the price would create an opportunity to cross-promote Hermann-Grima and Gallier Houses because management could offer discounts if schools visit both houses.

Management has identified opportunities for financial gain in the contributed income segment. A new, aggressively targeted, membership campaign has been developed to realize the organization's goal of doubling membership by 1999. Further a corporate membership program was begun in January of 1997, and is beginning to bear fruit. Also, management is in the process of establishing a significant initiative in grant-making and individual financial solicitation.

²⁸ *ibid.*

VI. Audience Development

The Hermann-Grima/Gallier Historic Homes continue to address the challenge of reaching a broad segment of a diverse local, national and international population. Ticket pricing is divided into several categories to accommodate various audiences: adults, senior citizens, students, children, tour and school groups. Currently, visitors to the museum can be classified into two major categories: locals (20 percent) and tourists (80 percent). Ticket sales are tracked daily, which helps the museum determine the local visitor and the tourist.

Tourists come to the house to experience the history and culture of a bygone era of the city. Locals, on the other hand, are attracted to the limited number of educational programs for children and adults. There is no statistical information on the socioeconomic background of visitors yet but careful observation points to an educated, older, middle-class, white individual as the typical visitor. Mr. Rubin works diligently to make the public aware of programming through newsletters, brochures, free listings in print and public service announcements, magazine articles, and paid advertisements as the budget allows.

The Hermann-Grima/Gallier Historic Homes work with other local museums on selected projects in an attempt to expand their audience and promote cultural attractions in the community. In the past, it has teamed up with the New Orleans Pharmacy Museum to offer a "Summer Remedies"

tour, highlighting the medical advancements of the nineteenth century. During the fall Hermann-Grima, and Save Our Cemeteries, a nonprofit dedicated to preserving the city's cemeteries, join forces to showcase the mourning customs of the last century. Both houses also participate in "Creole Christmas," a yearly candlelight tour of several museums in the French Quarter celebrating Creole customs.

The organization has also teamed up with seven other cultural institutions in the city through the Arts Tourism Partnership (ATP) by creating "Cultural Passport to History," which at a cost of \$19.95 grants the purchaser free admission to twelve museums (see Appendix 1). The pass is good for one year from the date of purchase and includes a free membership to *Preservation in Print*, published by the Preservation Resource Center. Other participants include the Louisiana State Museum, the Contemporary Arts Center, the Preservation Resource Center, the Historic New Orleans Collection and several historic home museums. The Passport, which is targeted at locals and their visitors, enables the purchaser to realize substantial savings and increases visibility for the museums.

Sales of the product have been slow, and most of the vendors have taken advertisements down. Lenwood Sloan of the Arts Tourism Partnership says that the product has not sold, because the museums have not promoted it to the market sufficiently. Curiously, museums, including

Hermann-Grima/Gallier, were under the impression that ATP was to do all the work.

VII. Organizational Goals and Objectives

The Board of Managers adopted its first long-range plan in 1985, planning in a five year cycle. A second plan was adopted in 1990 and the third was adopted on schedule in January 4, 1996. The Advisory Planning Committee, together with management, annually reviews the plan and proposes revisions. This procedure has served the museum well for the last decade, as it has completed the restoration of almost all spaces on HGHH's ground floor, acquired Gallier House, and achieved a level of endowment sufficient for reasonable operations.

Historically the plans have built on what the preceding plans have uncovered. The current plan makes two significant changes resulting from a specific planning initiative completed in 1995. After years of operating credibly and creditably, the institution had become stagnant and the museum faced a decision about its future. Would it grow or would it continue in its path towards oblivion? With this question, came a conclusion, the house itself was tired and required substantial investment to ensure its operation remained in peak condition.

These conclusions indicate the museum should embark on a capital campaign with three objectives in mind: to raise at least \$1 million over a

three-year period; to utilize the funds to prepare new and expanded educational programming; and to energize the museum and all persons associated with it. To achieve these ends, the plan is divided into five specific goals. The goals and objectives are as follow:

A. **“Physical Plant:** To preserve the Hermann-Grima Historic House structures and properties and complete their restoration to their 1830-60 appearance. To maintain them in accordance with the highest standards of the profession. To acquire the remainder of the original Hermann-Grima property (and such other historic property as may be appropriate to the mission statement).”

The Board and management believe that the highest priority for the museum is the preservation of the Hermann-Grima Historic House structure and properties. In the planning perspective, thus, the major task is to prepare all structures for their next century of existence and use.

B. **“Collection:** To maintain and care for the Hermann-Grima Historic House collection in accordance with the highest standards of the profession, and acquire additional objects necessary for a complete interpretation of the structures of the property.”

The museum completed a Conservation Assessment Project Grant in 1996 which identified areas where corrective action was required. This formed the basis for rapid action in the collections area. Also important is

the museum's commitment to produce a furnishings plan and to use it as the basis for future artifact acquisitions.

C. **“Education:** To utilize the structures and objects as a means to educate residents and visitors about New Orleans life in a humanistic and artistic context.”

The plan calls for the acquisition of funds to produce a complete educational program for the museum. Although the program (curriculum based for school-aged children and interest based for adults) has not yet been produced, the Education Department is taking huge strides in turning the organization around.

D. **“Income:** To provide sufficient financial support to ensure the preservation and sound operation of the institution.”

Current budget levels provide for the sound operation of the institution. They are not sufficient for major (and needed) capital expenditure for major maintenance and system replacement. For this reason major energy is being devoted to raising capital for this need and not to substantially increasing ordinary operating income.

E. **“Governance and Administration:** To continue the sound governance and management of the institution.”²⁹

²⁹ Hermann-Grima Historic House, 5 Year Plan (January 4, 1996)

VIII. Internship Description

My internship at Hermann-Grima/Gallier Historic Homes began in January, 1997 and ended in May of the same year. I was excited and looked forward to working at the organization because, among other things, I was curious to learn how they were dealing with the acquisition of Gallier House. To me this merger seemed an entrepreneurial and visionary tactic uncommon among historic homes. In fact, I soon found out that 1996 and 1997, were experimental years, because the staff and the organization as such was being developed for the new consolidated entity. I think that, given the present environment faced by nonprofits (increased competition and lack of financial support), more and more organizations will be forced to come up with creative solutions such as mergers to stay afloat.

I was officially recruited to help Mr. Rubin, Community Relations Manager, plan and carry out a corporate membership campaign to raise funds for Gallier House's endowment. This did not happen until almost two months after I had started my internship. Therefore, I was involved on a number of smaller projects associated with the museum's day-to-day operations. Not being able to do anything about the corporate campaign distressed me, as I became more and more frustrated with the petty tasks that I was assigned. On several occasions, I asked Mr. Rubin to give me a more substantial project to work on until the corporate campaign began, but he reassured me that we would begin to work on the campaign soon.

At that point, it became apparent that no one in the organization had given any thought to my internship. There were no alternate plans. I would have to wait.

A daily routine began to surface. Typically, I would arrive every morning eager to begin work on the corporate campaign, only to hear comments like “the board members can’t meet with us until March” or “we’re waiting to hear from so and so before we can begin.” Then, Mr. Rubin would assign me some petty task, like putting together special events packets for both houses, entering data into the computer, or making photocopies. These tasks usually kept me busy until perhaps mid-day, when I would take my lunch break.

In the afternoon, I would come back and find out that I had completed in one morning all the work that Mr. Rubin thought I would do in a week. Therefore, I had days ahead of me, and nothing to do. So, I decided to teach myself about the organization where I was doing my internship. Not surprisingly, I spent a lot of time in HGHH’s library. This room, tucked away on the third floor of the house’s service building, became my ‘office’ of sorts. I read everything from old copies of *The Picayune* to books on Creoles, Louisiana history, nineteenth century cooking techniques, Jews in Colonial Louisiana, and blacks in the plantations system. As I became more familiar with the library, my lack of structured activities was welcome. I was learning about New Orleans,

about Louisiana, about the South, and about the United States. Realizing this somehow made my initial experience at HGHH and, to an extent, the six years I have spent in New Orleans more meaningful.

On any given day, I made it a point to talk to someone in the organization, irrespective of their role or position. I got to know other volunteers, staff members, upper management, Board members, and even the volunteer cooks who come in every Thursday. Talking to these people made me realize how important HGHH and now GH is to most. It is clear that most of them feel a sense of ownership towards the organization, and that they have created a community in the true sense of the word. During my stay, most considered me a part of this community, and for this I am grateful. They took me in, made it a point to include me in staff meetings, invited me to sit on board member and outside meetings, and confided in me. I gathered the data for most of my analysis by paying attention to what these people told me.

At this point, despite the fact that the organization had not gained as much from me as they could have had they thought about ways to use my skills during my internship, I found a way to make the experience work for me. I got something out of those days because I learned about the city and I also came to thoroughly understand the dynamics of Hermann-Grima House. It fascinated me, from an organizational behavior perspective, to

see how staff, Board members and volunteers work, and have worked, together to make Hermann-Grima house the neat place that it is.

Although there is a shared sense of community responsibility between all people associated with a historic house museum, I realized that each vital sector of the organization (Board members, staff, and volunteers) are there for very different reasons. According to Nello McDaniel in *Arts Boards*, most board members come to an organization when they “...believe in [its] value and are passionately committed to its success. The reward is seeing that the needs are met and the goals achieved.”³⁰ Further, board members remain involved because of the social recognition they receive and/or because of the social standing belonging to a nonprofit board affords them. Volunteers, however, “...come into the house museum because they are interested in the history of their community or region and they want to offer their time and their knowledge.”³¹ Volunteers remain involved because the organization fulfills their need to belong. Staff members show their commitment to the house museum, and the non-profit sector, by willingly accepting work that they feel passionately about, while forgoing higher monetary compensation in the for-profit sector.

³⁰ McDaniel, p.72

³¹ Butcher-Youngmans, p. 225

A. Docent/Tour Guide

An integral part of my internship was serving as a docent, or tour guide. Given that the organization is currently experiencing a shortage of tour guides, I was expected to fill in some of the gaps. Initially, I was intimidated by the amount of information a tour guide must know. However, the minute I realized that visitors knew less than I did, my worries vanished. My training began by reading, to the point of memorization, a tour guide manual produced by HGHH. I sat in the library, often hours at a time, reading and rereading the manual until I knew it by heart. I also followed other docents on their tours. This allowed me to gain insights on style, diction, the interpretation of the collection, and how to tell the 'story.' When I felt adequately prepared, I gave Mr. Brandt of the Education Department a mock tour. I became a Hermann-Grima certified tour guide and I was on my way.

Basically, the HGHH exhibition philosophy is to present exhibits that carry out the museum's mission of interpreting the daily life of a wealthy Creole family and their slaves during the 1830-60 period. While the significance of the buildings, their architectural style, and the Hermanns' and the Grimmas' lifestyles are explained, daily life is emphasized on tours. In order to present a more realistic depiction, no barriers are placed in museum rooms, enabling visitors to experience the grandeur and flow of an active nineteenth century household. It is precisely because the

museum affords its guests such freedom that docents are such an integral part of the experience. Visitors walk through the house as if they were touring the Hermann or Grima households, while the tour guides serve as storytellers and interpreters.



Picture 1 Portrait of Marie Virginie Hermann by French artist Jean Vaudechamp, 1832. Photo © Hermann-Grima Historic House.

Tours last approximately 40 minutes and begin at the front door of the house at 820 St. Louis Street. Inside, eight ground-floor rooms are open to the public, including a spacious central hall way leading to a curving stairway rising to the second story at the rear and the formal parlor and dining room to the right. In the parlor, visitors see portraits of Lucien and Marie Virginie³², two of the Hermann children. The process of restoration is explained and decorative details are pointed out, with particular emphasis

³² See Picture 1

on architectural adaptations of the American style to the local climate. The use of the parlor as a recreational space is explained and games and gadgets of the time are pinpointed.



Picture 2 The Dining Room of the Hermann-Grima Historic House. Photo © Hermann-Grima Historic House.

In the dining room³³, portraits of Samuel Hermann and his wife, Emeranthe, are the impetus to relate the history of the families. Fine mahogany table and Gondola style chairs are used to illustrate local dining customs of the last century. Table settings depict the elaborate nature of menus and the intricacies of French Service popular in New Orleans at the time. Original marble mantles, restored grained pocket doors, and marbled baseboards help visitors comprehend the high level of craftsmanship found in the city.

³³ See Picture 2

The tour continues in the master bedroom, which houses a bedroom set attributed to local cabinet-maker Prudent Mallard. The fact that only American homes would have had a downstairs master bedroom is explained here. After the master bedroom, visitors are led through a cabinet, or an ante-room typical in French Creole houses, into a child's bedroom³⁴ also on the ground floor. The child's bedroom encourages discussion of education, and the differences between young boys' and girls' education, in nineteenth century New Orleans.



Picture 3 The Children's Bedroom at Hermann-Grima Historic House. Photo © Hermann-Grima Historic House.

After touring the ground floor of the main house, tourists step onto the rear gallery for an introduction to the courtyard and service building with its utility rooms and slave quarters. At this point tour guides discuss the daily life of the house servants and urban slavery. The tour moves into the wine room, wash room, ironing room and kitchen on the ground floor

³⁴ See Picture 3

of the three-story service building. The restored, and fully-operational, 1831 kitchen intrigues visitors because it is a unique illustration of an urban, cosmopolitan kitchen where highly trained cooks prepared elaborate dishes. A 6,000 gallon cistern and a restored 'mystery' building complete the tour of the courtyard. Finally, visitors are led to the 1850s, two story brick stable/carriage house, the only surviving stable in the French Quarter.

B. Individual Membership Campaign

Among the projects I worked on while at the Hermann-Grima House was an individual membership campaign. Together with Mr. Rubin and Mr. Warner, I helped develop a direct mail piece targeted at three distinct neighborhoods in the city. A total of 5,100 letters were sent via bulk mail. The strength and determination of all employees was most evident during the time we all worked diligently to stuff, label, sort, and deliver the cargo of mail to the main U.S. Post Office. Not a single employee minded putting their other responsibilities aside to help with the membership campaign. I think they understand perfectly that membership is a vital component of their organization and at the time, it became their priority.

The three neighborhoods or geographical zones were: the French Quarter, Metairie and the Lakefront, and Uptown and the Garden District. Basically there was a main body of the text (see Appendix 2) which was constant throughout the three versions. This common thread detailed

HGHH's excellent track record and was optimistic about the acquisition of Gallier House. Each zone had a few things altered to make the letters more compelling. The French Quarter version, stressed that the houses are in 'their' neighborhood and that its historic character must be preserved for the good of all residents of the Quarter. This version differed from the other two in that it was personalized for each recipient and signed by the Director. The Metairie/Lakefront letter addressed a suburban audience with a detailed program of family activities and educational programs. The Uptown/Garden District version talked about the history and the heritage of New Orleans and of how the houses are dedicated to preserving this history for the generations to come.

Prior to this membership drive, there had been no organized effort to recruit supporters. In fact, there was no membership brochure. Members were recruited basically out of a web of people somehow or another related to the Board and key employees. Those few prospective members the organization acquired received a plain looking, tiny envelope in which to send in their membership dues (see Appendix 3). In my opinion, the envelope conveyed a feeling that the organization itself was plain and unappealing. The lack of interest as evinced by this envelope made the organization come across as old and not really interested in expanding its community.

This membership drive, however, was a huge improvement over what had been common at Hermann-Grima. The stationery used and the new and improved membership brochure (see Appendix 3) look professional and cohesive. HGHH has created a unified identity for both houses. As I write this report, close to 100 new members have mailed in their contributions. This represents a rate of success of about 2 percent for the direct mail campaign. Given that this was the house's first ever organized membership drive, the campaign was justified because it created public awareness.

C. Corporate Membership Campaign

My involvement with the Gallier House endowment corporate membership campaign officially began in February, when I helped Mr. Rubin conduct research to identify prospects. Our main source of information was the *New Orleans Book of Lists*, published by *CityBusiness*. We also used industry/trade supplements to the *Times Picayune* for smaller companies or companies not listed on the *CityBusiness* publication. In identifying prospects, we had to be very careful. We did not want to ask a corporation for a membership only to realize that they would have been better suited as a major corporate donor. We finally came up with a final list of around 60 companies that we would ask for \$5,000 and another

longer list that included companies, like most of HGHH's vendors, which we would solicit at lower levels.

On February 20, 1997, Mr. Warner, Mr. Rubin, Mrs. Cynthia Yeates, the Board President-elect, and I met to discuss the campaign. In the meeting, Mr. Warner and Mrs. Yeates discussed which Board members would be appropriate to serve in a corporate campaign committee. Mr. Warner pointed out that older Board members are uncomfortable doing 'cold-calls' to people they do not know. Hence, they were not the best candidates for the committee. Board members chosen for the committee were be expected to review the prospect lists that Mr. Rubin and I developed. Also they would have to make a couple of calls to these businesses to schedule an appointment to solicit memberships.

In the meeting, we discussed the method of solicitation for corporate members at each level: \$5,000, \$1,000, \$500 and \$100. The \$5,000 and \$1,000 levels were comprised of businesses (Hermann-Grima/Gallier Historic Houses vendors included) that want to give a significant one-time gift to the houses. These prospects were to be pursued first by a cold call by one of the board members on the committee and then by a letter. Conversely, the \$500 and \$100 levels were sort of consolation prizes. Staff members at these businesses were targeted with these lower levels. They were to be pursued first by a letter and a follow up call by a board member.

Two weeks later, I sat in on a meeting with Mr. Warner, Mr. Rubin and the newly recruited Corporate Membership committee. We passed around the lists of prospective members that Mr. Rubin and I had researched, and the board members signed up to go and talk to these companies. They were trying to identify people that they knew so as to not have to make as many 'cold calls.' They agreed to get a move on this and reconvene in a few weeks.

We outlined the procedure for the duration of the corporate campaign. A copy of the procedure was later sent to the members of the committee as a reminder (see Appendix 4). Basically Board members assigned to a business determined who would make the initial telephone call. The Board member chosen would make the call to request a meeting to tell the person about the Gallier House project. Once the date of the meeting was set, committee members would contact Mr. Warner, Mr. Rubin or myself. We then would send out a letter (see Appendix 4) with the assigned Board members confirming the appointment. Finally after a Board member had visited a prospect, we would send out a thank you letter to the prospective corporate member.

During the meeting Mr. Warner gave the ladies a short but effective fundraising workshop. He gave them a pep talk outlining arguments for becoming a \$5,000 corporate member. Briefly, these were as follow:

- the funds will be used for the preservation and operation of two historic houses that anchor the Vieux Carré and New Orleans' reputation as a city of history
- preservation of the two historic houses provides an important part of our city's tourism economy
- the educational programs at HG/GHH are designed to teach the youths about New Orleans' rich history
- programs provide important family activities for residents of the area
- preservation of the two historic houses prevents further decay and loss of architectural resources
- twenty five years of good management is a sure sign of future success, their money will do important things
- membership benefits, especially one free use of either house for personal or business entertaining (Normal fee is \$1,500 per hour net)
- other benefits include 50 free tickets and visible signage with company name.³⁵

I think Mr. Warner's clear outline of these perceived benefits really helped the Board members on the committee solicit more effectively, as many were nervous because they had never done it before.

From this meeting onward, Board members sporadically contacted us to brief us on their progress. My job now was to keep track of who was visiting whom and sending out confirmation and thank you letters to all businesses that met with Board Members during my tenure. This translated into maybe one or two letters every ten days. Board members took a lot of time to contact the businesses and even more time passed before appointments were set up. Some even set up appointments two months in advance because the contacts in the corporations were so busy. Clearly, the

³⁵ Notes from February 20, 1997 Board Corporate Campaign Committee meeting.

process turned out to be awfully slow. In fact, the corporate membership campaign is still going on as I write this report. I am happy to say that as of now, ten corporate members have joined HG/GHH, including a member at the \$2,000 level. For a small museum with static exhibitions this is quite remarkable.

D. French Quarter Vendors Membership Campaign

After gaining experience with the corporate membership campaign, Mr. Rubin suggested I take the lead on a corporate membership campaign for French Quarter vendors. The first step in the campaign was researching potential prospects. I decided to contact the French Quarter Vendor's Association, of which HGHH and GH gift shops are members, and they graciously sent me an updated membership roster. I purged their 300 plus list to identify business which I thought relied on the history of the French Quarter to attract customers. Basically, I concluded that restaurants, hotels and gift shops were prime candidates for membership, as they derive a lot of their business from French Quarter tourists. The final list had 212 such businesses.

I wrote a letter (see Appendix 5), which was essentially a hybrid of the corporate membership and French Quarter residents letters, detailing the economic importance of the neighborhood. The letter also stressed how most businesses in the area rely on tourism to survive and that places like

Hermann-Grima and Gallier Houses are what keep these visitors eager to visit again. While the French Quarter neighborhood letter appealed to the historian in every one of our neighbors, this letter was addressed to the businessman in them. Like the former, the latter was also personalized and signed by Mr. Warner. A copy of the membership brochure and rack card was also included in the mailing.

I sent out the letters the last week of April. Like the rest of the membership efforts I have worked on, it is still too early to measure results fully. As of May 1997, over \$2,500 had been collected in new French Quarter corporate memberships. I now understand clearly that fundraising is a slow process. One which requires patience and perseverance, follow up calls, thank you letters, tracking Board member activities, second mailings and confidence in your fundraising mission. Regardless, it was extremely rewarding to know that I helped raised a tangible amount of money for the Hermann-Grima/Gallier Historic Houses.

E. Special Events

Special events at Hermann-Grima and Gallier Historic Homes are organized through the Community Relations Office. Not surprisingly, I was heavily involved in special event planning and booking for both houses. The process involved first a site inspection, where either Mr. Rubin or I

would walk through the houses with the potential renters. It interested me how these tours vastly differed from regular tourist tours. These professional party planners and convention organizers were concerned with lighting, storage, usable space, insurance requirements, catering, bar service and not so much with the history of the houses per se. Although special events at the historic houses are an important source of revenue, the safeguarding of the collections is of utmost importance. For this reason, the houses impose strict restrictions on food and drink and other potentially harmful components of a special event.

After the initial site inspection, the Community Relations Office and the interested party agree on price and services to be provided by each party. HGHH has working relationships with caterers, musicians, wait staff, party rental companies, florists and others in the event planning field and makes these services available to the renters at a small commission. Much of what I did for event organizers was secure some of these services.

The night of the event, Hermann-Grima and/or Gallier staff and volunteers are available to both monitor guests, making sure no food or drink is taken into the exhibition spaces, and to tell guests the story of the houses. At the request of the renter, the volunteer cooks at Hermann-Grima, for example, are hired to provide cooking demonstrations and offer guests a taste of traditional New Orleans cuisine of the last century. On various occasions during my internship, I worked on a number of special

events, performing a variety of functions including monitoring guests and telling the story.

F. Attendance Figures

I was responsible, during the length of my internship, for keeping track, tallying and analyzing attendance for Hermann-Grima and Gallier Houses. I used a standardized Lotus spreadsheet that staff developed (see Appendix 6). Tracye Brandt and the Head Museum Assistant at Gallier gave me the daily attendance sheets at the end of each month and I encoded them into a monthly computerized statement. Being able to track attendance over an extended period of time was interesting because I recognized clearly defined patterns between the houses.

Attendance for both houses has been a little lower than the same month for last year. This figure does not surprise me for Gallier House because last year, while it still was owned by Tulane, some times more than 700 complimentary tickets were distributed per month. Obviously, HGHH cannot possibly issue and honor 700 complementary tickets per month. Hermann-Grima House figures have also gone down slightly, although the reasons for the decline are not as clear. For instance, during my internship (January-April for attendance purposes), the house had 4,979 visitors, or 256 less than the same period last year (see Appendix 6).

Management needs to ask itself why attendance has dwindled and should seek ways to bring the attendance figures to its past level or beyond.

G. Analysis

Another major component of my internship was a detailed analysis of volunteerism at the historic homes and of the membership efforts. I explain my findings in sections IV and V.

IX. Volunteerism Analysis

A. Volunteer Profile and Problems

HGHH currently has around 50 active volunteers, including serving as docents, as cooks in the cooking program, and in the gift shop as sales clerks. These volunteers, for the most part, fit the following profile: female, over 40, living close to Hermann-Grima, educated, and belonging to the middle to upper-middle class. The docents have the option of working either one full day a week, or half-day, twice weekly. Most docents are deeply committed-some have been at HGHH for more than 15 years.

Perhaps the most successful volunteer program at the Hermann-Grima House is its cooking program. It practically runs itself because the volunteers associated with the program are cooking aficionados and see clear benefits and rewards of their efforts. They learn to cook using the restored 1831 kitchen, prepare meals using nineteenth century techniques

following period recipes. At the end of each session, they get to eat their delicious meals! The cooking program has its own training program and has achieved a prestige and dynamism which serves as its own recruitment. An additional cooking day, highlighting the African American culinary tradition, is in the process of being implemented and is expected to achieve the same success. Ideally, all volunteer programs should become as effective as the cooking program which offers volunteers whatever it is they need to remain motivated and committed to the institution: be it food or an opportunity to socialize and learn.

The greatest number of supplementary staff are volunteer guides who are recruited through free listings in newspapers, public service announcements on the radio and television, and more often, by word of mouth. According to official documents, the potential candidate is interviewed by the Education Program Manager and furnishes a resume with references. Job parameters and expectations are *clearly* outlined. A candidate completes an application and references are checked. Selection is based on the applicants qualifications, interest, dependability, and interpersonal skills.³⁶ In practice, I am not sure this process transpires as stipulated on these official documents. Recruitment is far more informal than what the procedure mandates.

³⁶ Hermann-Grima Guide Manual

Each new guide receives an extensive guide manual, which thoroughly explains the history and collection for each house. Guides spend a training period studying the guide manual and following tours of other guides. They must give an acceptable tour to the Curator and the Education Program Manager before being certified to guide visitors. Guides and cooks undergo annual evaluations and have been supervised by the Education Coordinator. Although the docent/volunteer recruitment process seems adequate on paper, in reality it needs extensive revamping.

One clear problem with the current volunteer staff is that they are aging quickly and with the old age come a host of problems that must be addressed by management. For instance, docents complain that they needed more tour guides, that they just cannot physically conduct all the tours that are scheduled as they once could. Often the Shop Manager has had to turn down visitors because they do not have enough docents to serve as guides. On these occasions several things happen. Sometimes they end up giving only one tour per hour instead of twice per hour. Often the staff has to interrupt daily responsibilities to fill in the gaps created by absent volunteers. The latter is particularly bothersome to the staff because house tours are scheduled daily between 10:00 a.m. and 3:30 p.m., when the staff is busiest tending to business.

For the older people, the benefits of serving as Hermann-Grima docents are clear. They participate to be part of a group, thus fulfilling their intrinsic need to socialize and belong. There are also a few tangible benefits of serving as docents. These include free membership, discounts in the gift shop and for program fee, educational opportunities, and snacks and coffee in the tour guide lounge. Retention of existing volunteers is made significantly easier by the fact that most older volunteer docents and store clerks exhibit pride and a sense of ownership towards Hermann-Grima. However, the house has trouble recruiting new and younger docents, who are not necessarily motivated by these benefits.

It seems that Hermann-Grima/Gallier Historic Homes face severe obstacles that must be overcome in order to recruit a reliable pool of volunteers. First of all, the houses' location in the heart of the French Quarter is a detriment for most interested people because of the area's reputation as a dangerous place and, because parking is difficult and expensive. Second, there is no volunteer coordinator, thus the management functions associated with volunteers are split between many staff people. This causes a lot of difficulty, because the staff has to take time from their heavy work schedule to handle volunteer questions and complaints. As a result, volunteers often feel neglected and ignored. Finally, the biggest obstacle faced by the house is that, from a socioeconomic perspective, the pool of people available to serve as volunteers is decreasing at staggering

rates. Mr. Stephens, however, feels confident that despite of this, with a clearly implemented volunteer program, the houses will have no problem recruiting a group of reliable volunteers. I am not so sure.

Management aims to solve some of the problems associated with volunteerism at Hermann-Grima and Gallier Homes by hiring a full-time Volunteer Manager. The position is expected to be filled by June 1997, just two month after the new fiscal year begins. Advertisements have been placed in local newspapers, a job description has been created, and a competitive salary is being offered. Ideally, this new staff member will oversee all volunteer operations of both houses, from attending to the needs of the cooking program, to recruiting and training new docents, or to finding speakers and lecturers for special programming.

Mr. Stephens feels that this manager is essential not only for the obvious need to monitor and address the needs of a vital segment of the organization, but because volunteers need nurturing and consistent attention. The system that is in place now, or rather the lack of one, has made volunteers feel somewhat isolated and unimportant. Further, having a staff member who is responsible for coordinating their efforts and listening to their requests will make volunteers conscious of their importance to the organization and hopefully instill in them a sense of loyalty and greater commitment towards Hermann-Grima and Gallier Houses.

Once the volunteer manager position is filled, Mr. Stephens expects the recruitment process to go smoothly. It is essential to develop a good training program, as many docents perceive opportunities for educational development critical in their decision to join an organization. With a solid program in place, the manager should then go out to the community to look for groups fitting the volunteer profile and pursue them aggressively. Also, one can develop new profiles as programs are developed. Finally, once a core of about 30 volunteers has been recruited, the organization must challenge them to find other interested persons. Mr. Stephens says that in the long run, your volunteers become your best recruiters.

I am surprised that Hermann-Grima has been without a volunteer manager to date and am glad that the time has come to fill that position. However, I do not think that the hiring of a volunteer manager will make all of the problems associated with volunteerism disappear. With the increased cost of living, few people can afford not to work. Therefore, the only groups who have some free time during the day are older adults and university students, a fact that is clearly reflected in the docent profile of both houses.

As the older volunteers at Hermann-Grima continue to gray, the more inconsistent they will become. In fact, even the special social events, store discounts, and field trips that have been planned as volunteer perks have not been strong enough to maintain a steady core of volunteers.

Younger volunteers, as they struggle through college, cannot sustain themselves solely with the intrinsic benefits of becoming Hermann-Grima tour guides. These tour guides demonstrate their commitment to the arts by choosing a far better paying job at the houses over job at a bar. This generous gesture is the most that should be expected of these students.

B. The Gallier House Model

The volunteer situation at Gallier House is different, and perhaps more reflective of the times. Under Tulane, Gallier had no volunteers, but rather paid Museum Assistants who served as tour guides and tended the gift shop. These Museum Assistants were kept on staff when Hermann-Grima took over, because it was the only way that Gallier House could reopen immediately. Recruiting new volunteers to conduct tours at Gallier would have delayed the opening, because they would have needed to undergo extensive training.

The Museum Assistant/Tour Guide profile at Gallier is very different from Hermann-Grima's. At Gallier, the average tour guide is young, a student in a field related to the historic home (art history, anthropology, historic preservation), and although educated, lacking financial means. There is one head Museum Assistant who is paid \$6.25 per hour and the rest are paid \$5.25 per hour. Although not a high paying job, the structured Museum Assistants positions instill in these employees responsibility and

respect towards the organization. Overall, the younger tour guides are absent less often and are more willing to work odd hours, like special events held at night or during weekends. The motivation and perceived benefits of these younger individuals are also very different from Hermann-Grima's volunteers. Most report being at Gallier not so much for the money, but because it is a way to gain professional experience in their field of interest. Management, however, plans to phase out these paid positions within a year.

Over the past 15 years, notable trends in volunteerism have been moving towards professionalism. As a result, volunteer management has taken on many of the characteristics of a regular, paid staff.³⁷ HGHH recognizes this and has taken the first step necessary to ensure a brilliant future for its volunteer program, opening a Volunteer Manager position. It is hoped that this Volunteer Manger will run the department in a very professional manner and expand the volunteer opportunities for both houses. In spite of this, the Hermann-Grima/Gallier Historic Houses should realize that other measures should be considered, including retaining some paid Museum Assistants.

³⁷ Weidman Heidrich

X. Membership Analysis

In the long range plan of January 1996, the Board set a goal of doubling membership by 1999. Conscious efforts to achieve this goal did not start until the Fall of last year, more or less around the time of the acquisition of GH. As of May 1997, there has been close to a 20 percent increase to membership. Over 90 new members have elevated the total membership to 664. This growth is due to a more aggressive courting of potential targets, with direct mail and personalized pieces. Before, new member recruitment depended on an individual somehow belonging to a network of people associated with HGHH (board members, volunteers, staff people, friends and family). Now the membership is open, seeking people outside of this realm as members.

Mr. Rubin recognizes that the houses face many challenges in soliciting members. For example, it is hard to sell an historic house to potential members because historic homes are generally static and cannot compete with art museums. So Mr. Rubin has opted to be realistic in membership projections and sell the membership as an opportunity to help preserve the history of New Orleans. This makes the recruitment process even harder because there are countless other organizations in the city advocating the preservation of the city's history and actively courting members. The static nature of both museums is being improved with expanded programs and educational opportunities.

Another challenge to overcome is the great competition that exists in the French Quarter for public attention. Tourists are wooed into attending or seeking entertainment from the countless attractions in the area, from the Aquarium of the Americas to the street musicians and astrologers on Jackson Square. Locals, on the other hand, avoid the French Quarter altogether because it is difficult to find parking. Also, there is a belief that once one has visited either house, one does not have to come back again.

Finally, and perhaps the biggest challenge in attracting members is the name *Christian Woman's Exchange*. Management feels the name has an exclusive connotation. The question "Do I have to be a Christian woman to be a member?" immediately comes into mind. In fact, in the early days of the CWE not only did one have to be a Christian woman to become a Board member, but a Protestant woman at that.³⁸ Management has tried to alleviate the problem by not displaying the Exchange's name in any of the new membership materials. They have even gone so far as to use GH's 501(c)3 status (and not the CWE's) to solicit members. This way members write out their contributions to "Historic Houses, Inc." and not to the "Christian Woman's Exchange." There has also been a conscious effort to lobby for the removal of the name, but this is not anticipated to occur in the near future.

³⁸ Charters and By-Laws of the CWE, p. 4

Future plans for the membership drive include continuing to increase categories, that is offering multiple membership levels. This year lower \$15 and \$20 levels have been introduced to court senior citizens and students and the benefits of higher levels have been expanded. Also, Mr. Rubin says that past attempts at increasing membership have been great learning experiences. Past experiences have shown management that if they are to persuade people into becoming members, the materials must be compelling. Their campaigns must strike a nerve.

More recent membership materials have focused on targeting specific audiences and groups. Management has divided efforts into three geographical areas, the French Quarter, the Lakefront/Metairie, and Uptown/Garden District. A basic form letter was created, but certain key lines were inserted for each area. The French Quarter version focused more on the preservation of "our" neighborhood. The Uptown/Garden District approach focused on history and tradition and the suburban version's emphasis was on family and children's programming (see Appendix 2). It is still too early to gauge the results of this latest attempt to increase membership and it could turn out that given the static product that is currently offered, membership will not increase as projected.

XI. Recommendations

I have identified a number of recommendations for each of the programs and departments I was involved in during my internship. These follow.

A. Board of Managers

Although the Board has taken a giant leap towards pluralism by accepting non-Protestant members, it should make it a point to recruit members irrespective of race, social background and religion. This is especially necessary considering that with its second cooking day, HGHH intends to present an accurate picture of African American life during the 1830-60 period. An organization trying to document the history of African Americans must include members of this group if it is to be successful. The CWE should allow Black voices to be heard. What better way than to have African Americans serve on the Board? Also, the Board should allow Jewish women to become members. If not for the obvious reasons, because Mr. Hermann was a Jewish man and his history is an integral part of what is told at HGHH. Finally, the Board should remove the word Christian from its name because it connotes exclusivity and generates negative feelings in the community. The latter is essential if the Board is to fully acknowledge society's pluralism and change with the times.

B. Education and Programming

If the houses are to reach a wider section of the New Orleans population, they must start by fostering the participation of school children from more diverse backgrounds in their programming. Management has stated that the number one impediment of having more diverse school groups visit the houses is the fact that the public school system lacks the funds to pay for transportation. To get more children from economically diverse background to visit the museum houses, Hermann-Grima/Gallier Historic Houses should apply for grants to help defray the cost of transporting the students, to and from the houses. The houses could also develop partnerships with local tour guide operators, taxi cab companies, the school board and/or the Rapid Transit Authority to provide the needed transportation. These partnerships could provide positive publicity to all parties involved.

C. Audience Development and Promotion

A new economic base of support can be established for Hermann-Grima/Gallier Houses by being more aggressive with the tourism sector. There is a natural link between the arts and tourism. Possible joint projects with members of the tourism industry might augment ongoing programs, such as upgrading, expanding and distributing the calendar of events, publicizing the events through concierges, and giving incentives to travel

professionals (such as free tickets for every 20 admissions). Also, giving out discount coupons to destination managers and convention organizers, to be included with convention materials/packages.

The Arts Tourism Partnership (ATP)'s "Roundtrip to New Orleans: A Cultural Passport to History" is a great product and an inexpensive way to get more people, locals especially, to visit the houses. With a little initiative the nine Passport partners could make the product sell. All that is needed is some team effort to get the word out on the street. It could be as easy as writing press releases to the media and/or paying for advertisements. This project could generate substantial publicity for the houses. If no one else is willing to take charge, I suggest HGHH take the initiative.

Through ATP, Hermann-Grima/Gallier Historic Houses should approach the Concierge Association of New Orleans. A good idea would be to attend a couple of their meetings and find out their needs in terms of promoting an arts organization. Concierges have access to and can influence the millions of tourists who visit New Orleans for work and play yearly. Create incentives for the concierges to include Hermann-Grima/Gallier brochures in hotel displays and for them to promote it to tourists (two-for-one offers, free membership, free admittance to the museums and special programs).

Another promotional idea is to team up with local TV or radio stations. The stations could promise a given number of promotional spots a

day and also serve as hosts and sponsors for several Hermann-Grima/Gallier Historic Houses events. The station could also give away tickets to events during its normal programming. In return, the houses could promote the station in its programs, print advertising and direct mail pieces and acknowledge the station's support with visible signage.

Partnerships with local businesses could also benefit the houses. Businesses involved in the arts and restaurants are well suited for partnerships. For example, Dayton Books & Co., out of Ohio, tied the sale of its gift certificates to donations to local arts groups. The store offered 20% of every gift certificate sold to these groups. Participating arts groups promoted the concept through newsletters, fliers and special mailings, with the store splitting the cost of the mailings. The partnership was good business to all parties involved and it exemplifies a situation where the art organization is actually giving something back to its supporters.

D. Attendance

It seems that Gallier consistently has more walk in visitors than Hermann-Grima. I think this is true because Gallier has a higher name recognition both among locals and tourists. This could be perhaps due to its former association with Tulane University. Hermann-Grima, on the other hand, has a greater percentage of organized tour groups. HGHH consistently counts on school groups and adult tour groups, such as Elder

Hostel (which brings around 186 people per week), which provide for a steady income. It seems that before the merger, the houses were operating under completely different philosophies, one seeking tourists directly and the other going after the big tour organizers. Now that their leadership has been consolidated, opportunities exist to market, promote and sell the houses as a comprehensive nineteenth century experience.

E. Volunteerism

Improving job design is vital to reducing the stress and pressure exerted on volunteers. Kathleen Brown Fletcher, an independent consultant and author of several volunteer management guidebooks, explains that the job should provide “a sense of satisfaction and feeling of belonging to the organization.”³⁹ This self perception of fitting in is critical to the performance of the individual. Employees, and volunteers, that look forward to their work are obviously much more productive.

I suggest that the tour guide positions be staffed between as many older volunteers the house can recruit and by younger paid tour guides. These paid staff will provide the consistency that is oftentimes lacking in the older cohort. If management cannot allocate enough money in its budget to pay for their salaries, it should look for outside and alternate funding opportunities. For instance, Loyola University has some internship

³⁹ Fletcher, p. 5

programs that pay for the jobs that its students perform at an outside institution. I am sure other area universities have similar programs. Also, underwriting could be solicited for an internship or docent training program. In fact, many foundations offer matching gifts to institutions that offer young people practical experience in their field of interest. Again, this is a matter of looking into the options available.

XII. Long and Short Term Impact of the Internship

My internship at the museum came at a very interesting stage. Gallier House had just been ceded to Hermann-Grima House a few months before I came in, and the newly consolidated organization was still adjusting to its new state. With the two-house operation came added and new responsibilities for the old staff and challenges for the newly recruited employees. The Board of Managers as well faced the added responsibility of incorporating Gallier House into its preservation and administration mission.

The acquisition of Gallier House posed several challenges for everyone, especially the Community Relations Department. New members had to be actively courted and an endowment fund for Gallier House had to be started. So most of the projects in which I was involved dealt with these challenges.

The short term impact of my internship was to assist the Community Relations Manager in his daily responsibilities, most of which I have already mentioned. Working alongside Mr. Rubin allowed me to fully understand the department and, on a larger scale, the operations of the museum. The experience was invaluable because I got to exercise some of the principles I learned while pursuing my Masters of Art in Arts Administration at the University of New Orleans.

Concretely, and on the short term, I think that what was most valuable of my efforts was that I compiled various working databases of prospective corporate members. These databases were the basis of the corporate solicitation campaign and the French Quarter Merchants Association membership drive that was my charge. I created the databases using the Fundmaster Light development software, which HGHH has used since 1994. It was a task in itself to master FM Light, because the program is not user friendly. However, once I became proficient of it, I was extracting information from the databases in no time at all and the membership drives were on their way.

In the long term, the most important impact of my internship is that the houses will be able to achieve their goal of increasing membership by 200 percent. Of course, membership recruitment is a slow process. New memberships are coming in as I write this report. They will continue to do so as long as management continues to pursue this goal. I feel confident

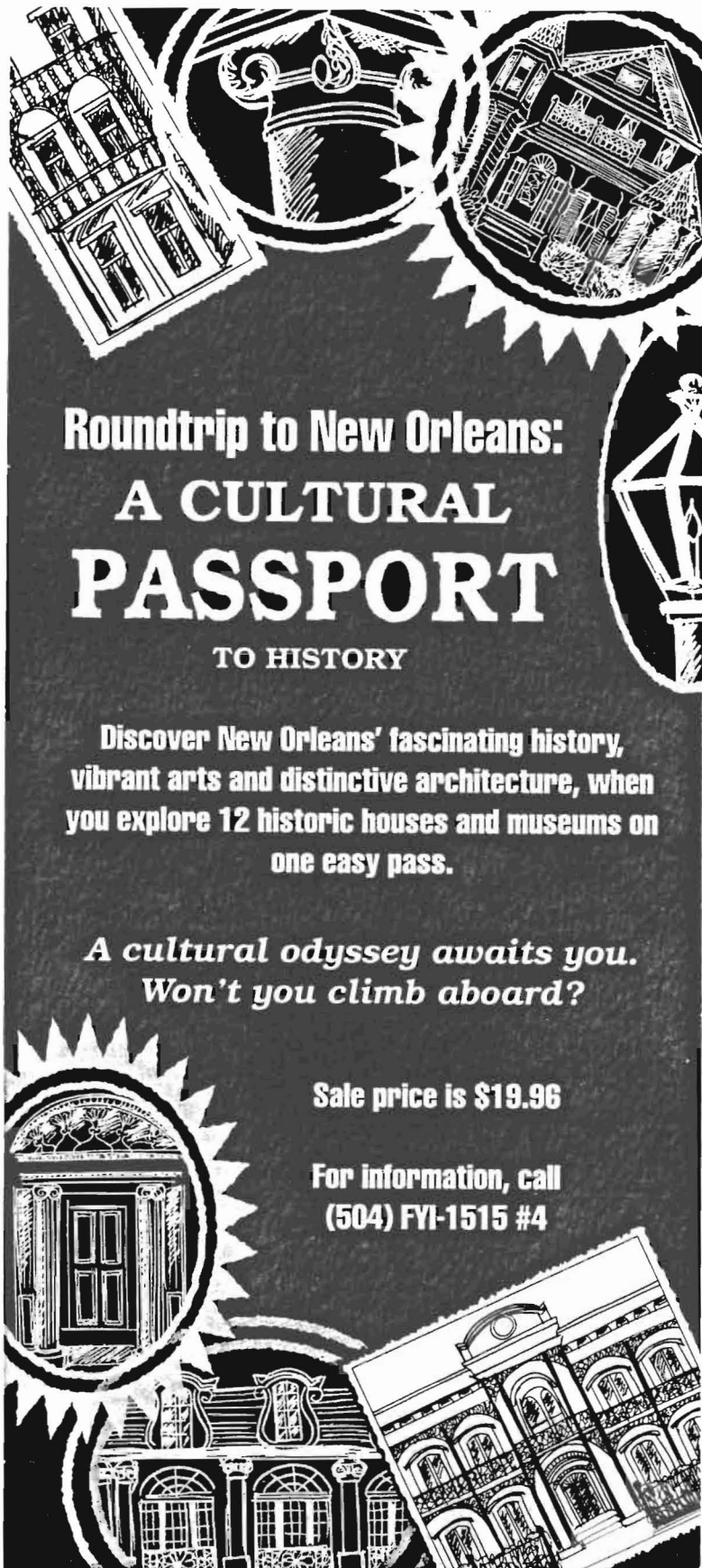
that my involvement in the corporate campaign and specifically my initiative in the French Quarter Merchants membership drive will be instrumental in the achievement of this goal.

The French Quarter Merchants membership campaign was the last project I worked on and the one I consider to be one the most important because it was entirely my own. I learned how to make a membership plea more appealing and compelling. Knowing that my efforts will help secure the health of Hermann-Grima/Gallier Historic Homes is immensely rewarding. Overall, the internship at Hermann-Grima/Gallier Historic Homes was a great learning experience and one which I will not forget.

Appendix 1

Arts Tourism Partnership

Roundtrip to New Orleans:
A Cultural Passport to History



**Roundtrip to New Orleans:
A CULTURAL
PASSPORT
TO HISTORY**

**Discover New Orleans' fascinating history,
vibrant arts and distinctive architecture, when
you explore 12 historic houses and museums on
one easy pass.**

*A cultural odyssey awaits you.
Won't you climb aboard?*

Sale price is \$19.96

**For information, call
(504) FYI-1515 #4**

Appendix 2

Individual Membership Campaign

French Quarter Letter

Uptown Letter

Lakeside/Metairie Letter



Hermann-Grima House

820 Saint Louis St
New Orleans, LA 70112



Gallier House

1118-1132 Royal St
New Orleans, LA 70116

March 12, 1997

Mrs. Sara Townsend
935 Dauphine St.
New Orleans, LA 70116

Dear Mrs. Townsend,

Here in the French Quarter, we revel in the heritage that surrounds us. Everywhere we look, there are reminders of days gone by. Protecting and preserving the Vieux Carré is a constant struggle, but it is this vital effort that strengthens and unites our neighborhood. We hope this same commitment to the French Quarter and its architectural legacy will be your incentive to join the list of supporting members of Hermann-Grima House and Gallier House.

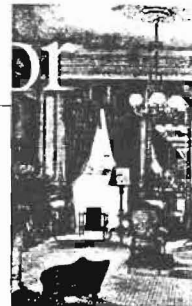
For twenty-five years, we have been operating Hermann-Grima House as a museum. We have worked successfully in our mission to accurately restore and furnish the house, and it is considered to be the best example of American influence on New Orleans architecture in the French Quarter. Now with the recently-acquired Gallier House, we have even greater determination to preserve these historic homes and our French Quarter environment.

As a supporting member of these National Historic Landmarks, you'll enjoy a list of exciting benefits, including important and informative new programs that are almost in your backyard. Perhaps, most importantly, your interest and support will help keep the history and heart of this neighborhood alive. This support is crucial for our continued success. Please mail in your membership form today, and help us unlock the door to the past for years to come.

Sincerely,

Lee H. Warner
Director

P.S. Please consider this letter an invitation for you and a friend to tour either house at no charge and learn about our exciting new programs.



UPTOWN LETTER

Dear Friends,

New Orleans is a city rich in heritage and history. Throughout our neighborhoods, there are beautiful reminders of days gone by. Protecting and preserving architectural history is a constant struggle, but, it is this vital effort that strengthens and unites our community. We hope this same commitment to New Orleans and our rich legacy will be your incentive to add your name to the list of supporting members of Hermann-Grima House and Gallier House.

For twenty-five years, we have been operating Hermann-Grima House as a museum. We have worked hard in our mission to accurately restore and furnish the house, and it is considered to be the best example of American influence of New Orleans architecture in the French Quarter. This preservation of our community's history and its educational significance remains our guiding force as we continue in our efforts to prepare Hermann-Grima House and recently acquired Gallier House for a third century of architectural glory.

As a supporting member of these historic structures, you'll enjoy a list of exciting benefits, including important and informative new programs to share with friends and family. Perhaps, most importantly, your interest and support helps keep the history of New Orleans alive. This support is crucial for our continued success. Mail in your membership form today, and help us unlock the door to the past for years to come.

Sincerely,

Lee H. Warner

Director

P.S. Please consider this letter an invitation for you and a friend to tour either house at no charge and learn about our exciting new programs.

Dear Friends,

New Orleans is a city rich in heritage. As the Greater New Orleans community continues to widen, it gets harder and harder for families to experience and learn about the history that is so important to all of us. But, this historical experience is available for everyone in your family throughout the year, and in a variety of activities. Become a supporting member of Hermann-Grima House and Gallier House, and you can help preserve our heritage for our children.

For 25 years, we have been operating Hermann-Grima House as a museum. We have worked successfully in our mission to accurately restore and furnish the house, and it is considered to be the best example of American influence on New Orleans architecture in the French Quarter. Now with the recently acquired Gallier House, we have redoubled our efforts for the preservation of our community's history and its educational significance.

As a supporting member of the National Historic Landmarks, you'll enjoy a list of exciting benefits, including important and informative new programs to share with friends and family. Perhaps most important your support helps keep history of New Orleans alive. Your interest and support is crucial for our continued success. Mail in your membership form today, and make the history of New Orleans a part of your lives today.

Sincerely,

Lee H. Warner

Director

P.S. Please consider this letter an invitation for you and a friend to tour either house at no charge and learn about our exciting new programs.

Appendix 3

Old and New Membership Materials

Old Envelope

New Membership Brochure

Hermann-Grima/Gallier Historic Houses Rack Card

Old Membership Envelope

HERMANN-GRIMA HISTORIC HOUSE

Date _____

Name (Miss) _____ First Name _____
 (Mrs.) _____
 () _____

Spouse's Name (Dr.) _____
 (Mr.) _____
 () _____

Address _____ Telephone _____

City/State _____ Zip _____

ANNUAL MEMBERSHIP:

Individual\$ 25.00 _____

Family\$ 50.00 _____

Sustaining\$ 75.00 _____

Patron\$100.00 _____

Junior (35 & under)....\$ 15.00 _____

Other\$ _____

**Make checks payable to:
 CWE/Hermann-Grima House
 820 St. Louis Street
 New Orleans, Louisiana 70112**

HERMANN-GRIMA VOLUNTEER SIGN-UP

- | | |
|---|---|
| <input type="checkbox"/> Cooks for Creole Cooking | <input type="checkbox"/> Research |
| <input type="checkbox"/> Tour Guides | <input type="checkbox"/> Cooking Symposium |
| <input type="checkbox"/> Addressing and Mailings | <input type="checkbox"/> Decorating for Christmas |
| <input type="checkbox"/> Newsletter Assistance | <input type="checkbox"/> Wine Auction Committee |
| <input type="checkbox"/> Museum Shop | <input type="checkbox"/> Soirée Committee |
| <input type="checkbox"/> Committee to Establish Junior Membership | |

Names and Addresses for Membership

Unlock the door to the past.



Hermann-Grima/Gallier Historic Houses
820 Saint Louis St
New Orleans, LA 70112

Support the Hermann-Grima/
Gallier Historic Houses and help keep
the history of New Orleans alive.

Your Key to the New Orleans of Yesterday. *A meaningful and magnificent look at history.*



A walk through Hermann-Grima House or Gallier House is like a walk back 150 years. Supporting these Historic Houses opens the door to 19th-century New Orleans for you and your family. In addition, your support helps ensure the preservation of these houses and their heritage.

Plus...

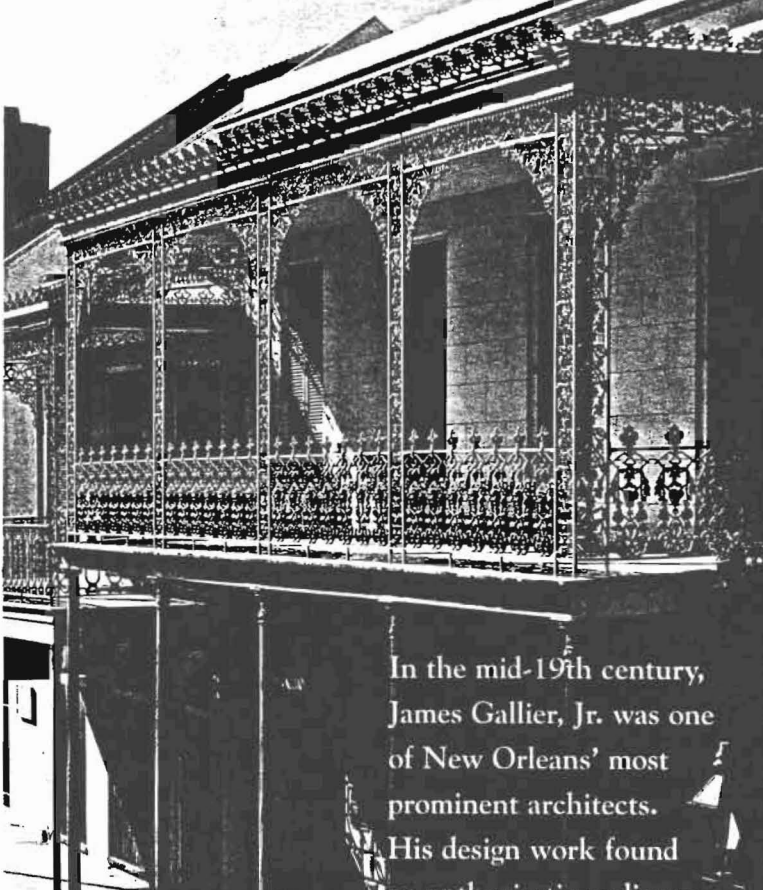
- A quarterly newsletter filled with interesting information about life in the 1800s.
- Priority registration for exciting demonstrations, seminars and childrens programs.
- Keeping history alive in the most meaningful way possible, through an understanding and appreciation of the culture and character of our community's past.

Hermann-Grima House
820 Saint Louis St
New Orleans, LA 70112
525-5661

Gallier House
1118-1132 Royal St
New Orleans, LA 70116
525-5661

A NATIONAL HISTORIC LANDMARK

GALLIER HOUSE



In the mid-19th century, James Gallier, Jr. was one of New Orleans' most prominent architects. His design work found an enthusiastic audience of civic leaders, businessmen and affluent families. Enjoy a stroll through Gallier's elegant Victorian home, authentically restored to reflect the taste and lifestyle of a successful urban designer in post Civil War New Orleans.

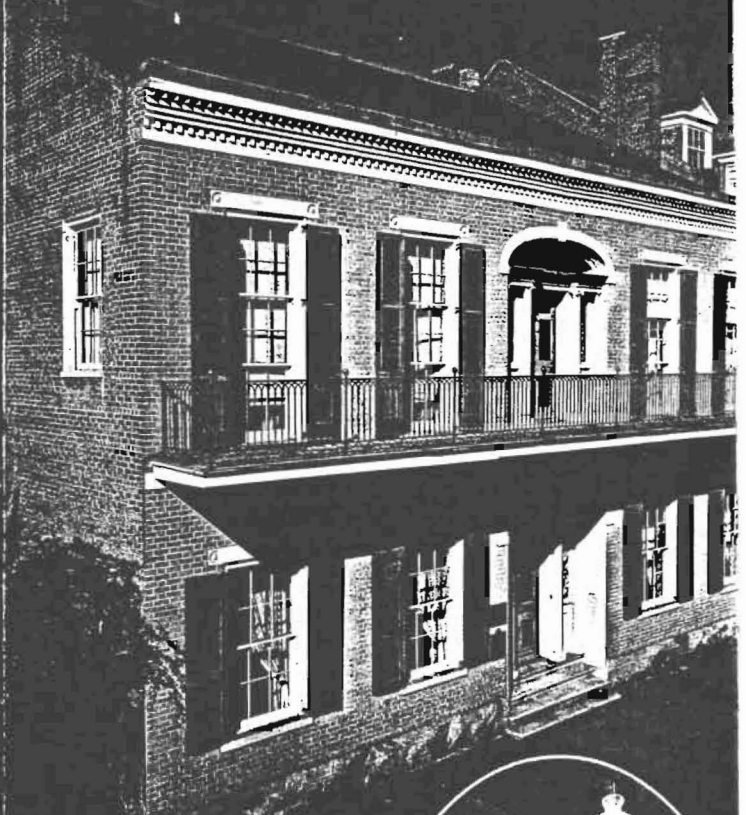


GALLIER HOUSE

Monday-Saturday, 10am-4pm (Last tour leaves 3:30)
Closed Major Holidays (504) 525-5661

A NATIONAL HISTORIC LANDMARK

HERMANN-GRIMA HOUSE



Prior to the Civil War, prosperous Creole families enjoyed an elegant lifestyle in the Vieux Carre. Walk through this meticulously restored residence and experience the Golden Age of New Orleans.



HERMANN-GRIMA HOUSE

Monday-Saturday, 10am-4pm (Last tour leaves 3:30)
Closed Major Holidays (504) 525-5661

Appendix 4

Corporate Campaign Materials

Procedure Memo

Appointment Confirmation Letter



Hermann-Grima House
820 Saint Louis St
New Orleans, LA 70112

Gallier House
1118-1132 Royal St
New Orleans, LA 70116



Board of Managers

Mrs. Cornelius C. Crusel, Jr.
President
Mrs. Beaufregard L. Bassich
Mrs. William H. Beck, Jr.
Mrs. Ralph O. Brennan
Mrs. Robert N. Bruce, Jr.
Mrs. A. Peyton Bush III
Mrs. Carlo Capomazza
Mrs. W. Kent Carruth
Mrs. Gordon E. Clay, Jr.
Mrs. Carl S. Downing
Mrs. Ashton J. Fischer
Mrs. Harold A. Fuselier, Jr.
Mrs. James O. Gundlach
Mrs. Douglas A. Haddow
Mrs. John Phelps Hammond
Mrs. Stephen A. Hansel
Mrs. Harley B. Howcott, Jr.
Mrs. Robert N. Jones
Mrs. Kenneth Kennedy
Mrs. John A. McLellan
Mrs. David P. Milling
Mrs. Donald J. Nalty
Mrs. Robert L. Pettit, Jr.
Mrs. Wymer I. Pool
Mrs. William D. Reeves
Mrs. R. Henry Sarpy, Jr.
Mrs. Hughes P. Walmsley, Jr.
Mrs. David Waltermath
Mrs. R. Bruce Worley
Mrs. Zeno Ames Yeates

Dr. Lee H. Warner
Director

MEMORANDUM

TO: Mesdames Yeates, Brennan, Bruce, Capomazza, Carruth, Clay, Fuselier, Gundlach, Hammond, Nalty, Pettit, Reeves, Sarpy, Walmsley, Waltermath

FROM: LHW

RE: Corporate Membership

DATE: February 21, 1997

Enclosed you will find the assignment sheets that we worked out yesterday. As we agreed, the procedure is,

1. Board members assigned to the business will determine who is to make the initial telephone call.
2. The Board member chosen will make a telephone call to request a meeting for the purpose of telling the person about the Gallier House project.
3. Once the meeting is set, the Board member will notify Lee, Mark or Maria of the time and place.
4. We will prepare a letter for the assigned Board Members' signatures confirming the appointment and sending materials about corporate membership.
5. A staff member is available to go to each of the meetings and aid in the solicitation.
6. Following the solicitation meeting, staff will draft a thank-you letter.

Please telephone me if you have questions, or if you have thoughts about your assignments.

We very much appreciate the opportunity to meet with you on Day, Month xx, at x:xx a/p. m. in your office. Lee Warner, Director of our properties, will be with us/me at that time.

For the past twenty-five years, we have worked very hard at the Hermann-Grima House to preserve New Orleans' reputation as a city of history. This reputation is the foundation of our tourism industry and a healthy business activity. Now with the acquisition of Gallier House, we have an even greater stake in this critical work.

Our other reason for preserving these two anchors of the French Quarter and operating them as museums is to educate our audience of school children and adults about New Orleans history in the nineteenth century. We are now expanding our educational programs dramatically because we feel we must serve even more area citizens.

To continue this important work, we need your assistance and we are asking that you become a corporate member of our houses. The dollars from your membership will go directly to preserving our city's reputation as a city of history and to fund our educational programs. They will help maintain our vital tourism reputation and assist us in teaching our visitors about our heritage.

Corporate membership at a \$5,000 level brings with it substantial benefits. In addition to fifty complimentary tickets and visible signage in recognition of your business, that level of gift bring with it the opportunity for one free use of either of these authentically restored houses for your personal or business entertainment.

We are very pleased to have this opportunity of serving our community and look forward to discussing it with you.

Appendix 5

French Quarter Corporate Campaign

Membership Drive Letter



Hermann-Grima House
820 Saint Louis St
New Orleans, LA 70112

Gallier House
1118-1132 Royal St
New Orleans, LA 70116



April 21, 1997

Ms. Dashka Ross
Dashka Ross Jewelry
332 Chartres Street
New Orleans, LA 70130

Dear Ms. Ross:

Here in the French Quarter, our architectural heritage is doubly important. It not only defines the historic character of the area, it is highly important in making the tourist industry strong and healthy. Maintaining this historic character and this business activity is a constant struggle, but these vital efforts are what keep our community alive and our visitors anxious to return.

For twenty five years, we have been operating Hermann-Grima House as a museum. We have worked successfully in our mission to accurately restore and furnish the house. Now, with the recent acquisition of Gallier House, we have an even greater stake in preserving the French Quarter's distinct history.

To continue this important work, we need your help. Please consider joining our organization as a corporate member. Your contribution will help fund our preservation efforts and educational programs, which enhance the French Quarter's reputation as a cultural tourism destination and teach visitors about our neighborhood's heritage.

As a corporate member of our National Historic Landmarks, you will enjoy a list of substantial benefits including complementary tickets and recognition of you business in all our publications. Perhaps most importantly, your interest and support will keep the heart and activity of our neighborhood alive. Please mail in your corporate membership form today and help us unlock the doors to the past, for the years to come.

Sincerely,

Lee H. Warner
Director

Appendix 6

Attendance Figures

Hermann-Grima Historic House

January-March 1997

Gallier House Museum

January-March 1997

Hermann-Grima Historic House

Fiscal Year 1996-97

Hermann-Grima January 1997

Date	Adults	Disc.	Senior	Student	8 - 18	Comp.	Adult Gp.	Sr. Gp.	Sch. Gp.	Sp. Evt.	Daily #	Event
1											0	
2	20	2		8							30	
3	14	5	4	3	3						29	
4	41	3	8	12		2	8				74	
5											0	
6	24	9	6				6	80			125	
7	11						4	22		16	53	
8	15	1	8	4							28	
9	7	2	5	4			7	30			55	
10	14		1								15	
11	34	6	4								44	
12											0	
13	17	1		1				83			102	
14	12		7								19	
15	10	1					23				34	
16	15							32			47	
17	20		2	1							23	
18	48	3			7		2				60	
19											0	
20											0	MLK Day - Closed
21	6				1						7	
22	5	1		2							8	
23	13		1			5	2		53		74	
24	10						31				41	
25	10						63				73	
26											0	
27	10	2	2		2						16	
28	8			3				42			53	
29	5		1					40			46	
30	18		3			5			46		72	
31	19	1					39	37			96	
Sub #	406	37	52	38	13	12	185	366	99	16	1224	
Sub \$	2,030.00	166.50	208.00	152.00	39.00	0.00	555.00	732.00	99.00	0.00	3981.5	

Mo. 1997 Total # = 1224
 Mo. 1996 Total # = 1298

Total \$ = 3,981.50

Hermann-Grima February 1997

Date	Adults	Disc.	Senior	Student	8 - 18	Comp.	Adult Gp.	Sr. Gp.	Sch. Gp.	Sp. Evt.	Daily #	Event
1	29	5			2	3	14				53	
2											0	
3	18						14				32	
4	8			2			2				12	
5	9		2								11	
6	16		2			12	4		86		120	
7											0	Closed Mardi Gras
8											0	MG
9											0	MG
10											0	MG
11											0	MG
12	25		1	1	3						30	
13	18				1	2					21	
14	30		2	4	3					250	289	NACDL Reception
15	29	2	1	2			7				41	
16											0	
17	27	4	2		1		3	83			120	
18	20	2	3				1	38			64	
19	9	2	2			1	2				16	
20	20	6	2				46	38			112	
21	30	3	7			1	29				70	
22	25		3		2		40				70	
23											0	
24	26	2		5				84			117	
25	7	1	4					30			42	
26	16						4				20	
27	41	4	5		1	12	2	42	57		164	
28	11	1	6			3	2		49		72	
29											0	
30											0	
31											0	
ub #	414	32	42	14	13	34	170	315	192	250	1476	
ub \$	2,070.00	144.00	168.00	56.00	39.00	0.00	510.00	630.00	192.00	0.00	3809	

Feb. 1997 Total # = 1476
 Feb. 1996 Total # = 1396

Total \$ = 3,809.00

Iermann-Grima House

March 1997

Date	Adults	Disc.	Senior	Student	8 - 18	Comp.	Adult Gp.	Sr. Gp.	Sch. Gp.	Sp. Evt.	Daily #	Event
1	29		2	5			15				51	
2											0	
3	24		1				10	82			117	
4	10	6					38	26			80	
5	17	2	3			1	20				43	
6	37	4	5				4	42			92	
7	20		7	1		1	4				33	
8	19	5				1	40				65	
9											0	
10	28	1		2	1		2	79			113	
11	15		8	1	1	1		25			51	
12	22			1			2				25	
13	31	5	4			7	53	31	34		165	
14	39	6	3	1	2		22				73	
15	23		4		2						29	
16											0	
17	30	5	9	3	1	2	63	77			190	
18	24		6	2		1	16	27			76	
19	18			2		6	54		53		133	
20	29	3	6	1		7		32	23		101	
21	19	1	3				31				54	
22	37	2	7	1			27				74	
23											0	
24	34	3		3			4	80			124	
25	22	1	3	6	1	6	56	30	55		180	
26	29	3	10	1			8				51	
27	37	12	6	8	3	11		32			109	
28	28	3			2	1					34	
29	39	2	4				4				49	
30											0	
31	43	3			7	3	11				67	
Sub #	703	67	91	38	20	48	484	563	165	0	2179	
Sub \$	3,515.00	301.50	364.00	152.00	60.00	0.00	1,452.00	1,126.00	165.00	0.00	7135.5	

Mar. 1997 Total # = 2179
 Mar. 1996 Total # = 2441

Total \$ = 7,135.50

GALLIER HOUSE January 1997

Date	Adults	Disc.	Senior	Student	8 - 18	Comp.	Adult Gp.	Sr. Gp.	Sch. Gp.	Sp. Evt.	Daily #	Event
1											0	
2	10			8		3					21	
3	30	1	3	4	5						43	
4	22	2		6			39				69	
5											0	
6	33	2	3	3							41	
7	19	2		1							22	
8	10		1								11	
9	15		2	7							24	
10	10	6			1						17	
11	24	4			2						30	
12											0	
13	13	2			1		1				17	
14	13		1	1							15	
15	11		4				2				17	
16	15	2	1	2		2	1				23	
17	11	2	5		1						19	
18	59	2	2			3	19				85	
19											0	
20											0	MLK Day - Closed
21	3			3							6	
22	8					8			77		93	
23	6					5			53		64	
24	12	1		8							21	
25	6						9				15	
26											0	
27	23	2									25	
28	13		1	3	1						18	
29	17	1	2	2							22	
30	6		3			6			46		61	
31	18										18	
sub #	407	29	28	48	11	27	71	0	176	0	797	
sub \$	2,035.00	130.50	112.00	192.00	33.00	0.00	213.00	0.00	176.00	0.00	2891.5	

Mo. 1997 Total # = 797
 Mo. 1996 Total # = 1200

Total \$ = 2,891.50

Gallier House February 1997

Date	Adults	Disc.	Senior	Student	8 - 18	Comp.	Adult Gp.	Sr. Gp.	Sch. Gp.	Sp. Evt.	Daily #	Event
1	41					2					43	
2											0	
3	19		7								26	
4	21										21	
5	6										6	
6	21		2								23	
7											0	
8											0	
9											0	
10											0	
11											0	
12	20		1								21	
13	14			2	6	6			28		56	
14	7	2	2			3			31		45	
15	17			3							20	
16											0	
17	17		1	2			1				21	
18	10		4	1		2					17	
19	23		6		2	1					32	
20	13			2							15	
21	13	2	5	1							21	
22	21	2	3	2			32				60	
23											0	
24	26						2				28	
25	14		4	2			1				21	
26	19	3	3				1				26	
27	30		6								36	
28	9		3				11				23	
29											0	
30											0	
31											0	
Sub #	361	9	47	15	8	14	48	0	59	0	561	
Sub \$	1,805.00	40.50	188.00	60.00	24.00	0.00	144.00	0.00	59.00	0.00	2320.5	

Mo. 1996 Total # = 561
 Mo. 1995 Total # = 802

Total \$ = 2,320.50

Gallier House

March

1997

Date	Adults	Disc.	Senior	Student	8 - 18	Comp.	Adult Gp.	Sr. Gp.	Sch. Gp.	Sp. Evt.	Daily #	Event
1	34	5	3								42	
2											0	
3	23		4	1	2						30	
4	25	5	4	1							36	
5	22	4	1			5	1		52		85	
6	26										26	
7	27		5	2							34	
8	34	1	3	3			33				74	
9											0	
10	24		4	3			1				32	
11	20	2		2			1				25	
12	19	1		4	1	4					29	
13	16		1	2			54				73	
14	25	2	2	5		7	1		68		110	
15	16			1							17	
16											0	
17	32	2	9	2		1	14				60	
18	30	1	12	1		1					45	
19	16										16	
20	37	5	1	4	1		1				49	
21	18			5	2		44				69	
22	42	5	4				16				67	
23											0	
24	85	5	4	10			1				105	
25	25	1	2	1			53				82	
26	30	6	3	2							41	
27	36		6	1	4						47	
28	37		2	5	3	2					49	
29	36		1	4	1	3					45	
30											0	
31	44	7	3								54	
Sub #	779	52	74	59	14	23	220	0	120	0	1341	
Sub \$	3,895.00	234.00	296.00	236.00	42.00	0.00	660.00	0.00	120.00	0.00	5483	

Mar. 1997 Total # = 1341
 Mar. 1996 Total # = 2128

Total \$ = 5,483.00

Fiscal Year 1996/97
(Hermann-Grima House)

Month	Adults	Disc.	Senior	Student	8 - 18	Comp.	Adult Gp.	Senior Gp.	School Gp.	Sp. Event	Total #
April	675	86	77	25	28	199	494	333	258	100	2275
May	509	56	51	16	4	26	738	369	169		1938
June	443	74	35	22	27	16	188			226	1031
July	402	43	12	31	37	19	42		61	68	726
August	375	77	23	43	28	33	78		15	80	752
September	411	57	41	17	4	20	515	401	81		1547
October	826	126	102	25	2	29	810	563	259	100	2842
November	630	57	37	19	7	20	246	323	78	200	1617
December											
January											
February											
March											
Subtotal #	4271	576	378	198	137	362	3111	1989	921	774	12728
Subtotal \$	21,355.00	2,592.00	1,512.00	792.00	411.00	0.00	7,777.50	3,978.00	921.00	0.00	39,338.50

Total # = 12717

Total \$ = 39338.5

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Vita

María Cristina Gaztambide was born on October 17, 1973 in San Juan, Puerto Rico. She came to Louisiana in 1991 to pursue a Bachelor degree at Tulane University. She graduated from Tulane's A.B. Freeman School of Business in 1995 earning a Bachelor of Science degree in Management with a concentration in Finance. She also received a minor in Art Studio from Newcomb College. Her business and art studio background brought her to the University of New Orleans' Arts Administration program. She expects to use her UNO training to begin a career in museum administration.

EXAMINATION AND THESIS REPORT

Candidate: Maria Cristina Gaztambide

Major Field: Arts Administration

Title of Thesis: An Organizational Study of the Christian
Woman's Exchange and Hermann-Grima/Gallier
Historic Houses

Approved:

Elizabeth Williams
Major Professor & Chairman

Robert C. Cashman
Dean of the Graduate School

EXAMINING COMMITTEE:

Daniel Padgett
Peggy Morrison Oulton

Date of Examination:

May 26, 1997