

# ASPEN • LEADERSHIP • GROUP

**DIRECTOR OF DEVELOPMENT  
PORTLAND MUSEUM OF ART**

**Portland, Maine**

<http://portlandmuseum.org>



PORTLAND MUSEUM *of* ART

The Aspen Leadership Group is proud to partner with the Portland Museum of Art in the search for a Director of Development.

Under the direction of the PMA Director, the Director of Development will lead the continuing transformation of fundraising efforts at the Portland Museum of Art (PMA) and serve as a key cultivator and solicitor of donors, inspire constituents to higher levels of giving, and work collaboratively with museum staff and volunteers to ensure success in building strong constituent relationships that support the PMA's strategic goal to build financial strength and sustainability.

With an extensive collection and nationally renowned exhibitions, the Portland Museum of Art is the cultural heart of Portland, Maine. The PMA boasts significant holdings of American, European, and contemporary art, as well as iconic works from Maine, highlighting the rich artistic tradition of the state and its artists. The museum brings it all to life with unparalleled programming. From special members-only events, free school tours, and a commitment to family activities to PMA Films, curator talks, and exclusive tours of the Winslow Homer Studio, the PMA strives to engage audiences in a dialogue about the relevance of art and culture to their everyday lives.

The Portland Museum of Art is an institution steeped in history and alert to the opportunities of the future. Its collection of more than 18,000 artworks guides its exhibitions and educational programs, and gives shape to its identity. As a vibrant art institution in the heart of a singular American city, the museum also maintains a steadfast commitment to its community and to its region. The PMA believes that art can help us understand the vital relationship between the local and the global, and can serve as an anchor as individuals seek to interpret the most pressing issues of their time. Across every department, the work of the PMA is informed by its respect for artwork and art makers; by its high level of attention to the complexity of art and history; and by its engagement with its audiences and community, in the past, present, and future.

## REPORTING RELATIONSHIPS

The Director of Development will report to the PMA Director.

## PRINCIPAL OPPORTUNITIES

Earlier this year, the PMA completed a multiyear project based on improved access and experiences with the PMA collection, titled *Your Museum, Reimagined*. Aspects of the project included

- construction and opening of an art study room, inviting the public to privately view artworks with its collection staff;
- digitization and launch of the Collection Online, a searchable online database of more than 18,000 artworks in the museum's collection;
- opening of a new participatory space, The Workshop, which welcomes visitors to explore their creativity as well as learn about artistic practices and techniques;
- development of programs that bring the new and unexpected—from a typewriter orchestra to valet bike parking—to the museum and into its galleries;
- publication of the museum's first collection highlights catalogue; and
- complete reinstallation of the museum's collection across the three historic buildings that comprise the PMA's downtown campus, resulting in 20 percent more work on view and improved connections and narratives within the museum.

The PMA's exhibition program is diverse and the PMA campus is among the museum's many draws. Located in the heart of downtown Portland's Arts District, the PMA encompasses three architecturally significant buildings: a fully restored 1801 mansion, a Beaux-arts style 1911 gallery space, and a modern building designed by Henry Nichols Cobb of Pei Cobb Freed & Partners. Additionally, the PMA owns the Winslow Homer Studio on the coast of Prouts Neck, Maine.

The museum is in a very strong position to build upon the momentum generated through *Your Museum, Reimagined* with the addition of a new Director of Development. The right candidate has a unique opportunity to steward the PMA's established donors, foster new relationships, and strengthen the museum's culture of philanthropy. The Director of Development will continue to fortify the PMA's financial foundation by identifying spending priorities and enhancing the case for support; by achieving ambitious operating, special project, and endowment revenue goals, resulting in a better balance among primary revenue sources.

Recent major developments at the PMA have included the acquisition and preservation of the land surrounding the Winslow Homer Studio, major grants from the National Endowment for the Arts and National Endowment for the Humanities, and a \$5 million matching gift from Leonard and Judy Lauder. Along with the support of a devoted and enthusiastic Board of Trustees, the new Director of Development will have the opportunity to build upon this support and shape the future of the PMA for generations to come.

## PRIMARY RESPONSIBILITIES

The Director of Development will

- provide leadership in the development, implementation, and maintenance of policies, objectives, and strategic planning in furtherance of the PMA's mission and goals;
- lead efforts to improve the PMA's capacity to nurture donor loyalty and commitment;
- ensure revenue goals are met or exceeded;
- serve and steward donors seamlessly and according to best practice;
- develop and implement a five-year Development Plan, as mandated by the Strategic Plan, with clear revenue strategies, growth potential, and technological efficiencies;
- establish benchmarks, metrics, and systems of data management and analysis to measure and evaluate efficient and effective use of resources toward accomplishment of established goals;
- lead fundraising efforts to fortify the PMA's financial foundation by enhancing the case for support to achieve ambitious operating, special project, and endowment revenue goals resulting in a better balance among the three primary revenue sources (Development and membership, endowment, and earned revenues);
- lead the Focused Endowment Initiative, a targeted fundraising effort to achieve a higher level of endowment support for annual operations to reduce reliance on annual fundraising, including the launch of the gift planning program, strategically recognizing and stewarding donors who have already made commitments and encouraging other long-term supporters to make legacy gifts;
- manage the overall strategy for annual leadership giving programs; current and new affinity programs; institutional giving efforts; cultivation and stewardship of donors of art and supporters of the collection; and development of personal relationships with potential donors with staff, the PMA Director, and appropriate members of the Board;
- carry a portfolio of key prospects to cultivate, solicit, and steward;
- oversee prospect management, including the development of portfolios for senior Development team members, establishing annual revenue and contact goals, and conducting prospect management and major gifts strategy meetings regularly;
- manage the Development staff as a collaborative team, emphasizing accountability and communication, encouraging creativity, welcoming new ideas, and fostering autonomy;
- work effectively across all departments, developing strong and collegial relationships;
- staff and assist the PMA Director in the role of lead fundraiser and spokesperson for the institution;
- ensure that key donors and prospects are well-cultivated; the PMA Director, staff, and solicitors are prepared; and materials are accurate and delivered in a timely manner;
- lead development of a culture of philanthropy internally and externally, and ensure that all staff and volunteers embrace the PMA's relationship-building goals and their roles as donor ambassadors;
- work closely with the Board of Trustees and staff the Development Committee of the Board;
- maintain regular contact with the Chair; develop meeting agendas collaboratively with the Chair; and creates opportunities for Trustee cultivation and solicitations of major donors and prospects;
- work with the Committee, Development subcommittees, and the PMA Director, and develop a program to increase philanthropic awareness and action among Board members;
- collaborate with and/or lead as assigned those managers responsible for general membership, audience engagement, learning and interpretation, events management, and communications;
- demonstrate an understanding and interest in these areas and serve as a resource, contributor, and leader, when appropriate; and
- perform special projects and duties as needed.

## KEY COLLEAGUES



**Mark H.C. Bessire**

**Judy and Leonard Lauder Director**

Mark has been the Judy and Leonard Lauder Director of the Portland Museum of Art since 2009. Prior to joining the PMA, Mark was the Director of the Bates College Museum of Art in Lewiston, Maine, from 2003 to 2009, and Director of the Institute of Contemporary Art at the Maine College of Art in Portland, Maine, from 1998 to 2003. He was a Helena Rubinstein Fellow at the Whitney Museum of American Art and a Fulbright Fellow in Tanzania, and holds an M.B.A. from Columbia University and an M.A. in art history from Hunter College.



**Jessica May**

**Deputy Director and Robert and Elizabeth Nanovic Chief Curator**

Jessica was the project director of the museum's acclaimed reinstallation project, *Your Museum, Reimagined*. She served as co-curator and co-author of *Richard Estes' Realism* (PMA and Smithsonian American Art Museum, 2014), and curated the 2013 *Portland Museum of Art Biennial, Piece Work*. Jessica's research and curatorial interests include the history of documentary practice, contemporary photography, and postwar figurative painting in America. Prior to coming to Portland, Jessica was Associate Curator of Photographs at the Amon Carter Museum of American Art in Fort Worth, Texas. She holds a Ph.D. in the History of Art from the University of California, Berkeley.



**Elena Henry**

**Deputy Director and Chief Financial Officer**

Previously a Senior Accountant at KPMG Peat Marwick, Elena has expertly led the finance team at the PMA for 30 years. Elena has also been an Accounting Instructor at both the University of Southern Maine and Kansas State University. She holds a Master's Degree in Accountancy from Kansas State University.



**Elizabeth Jones**

**Director of Audience Engagement and Communications**

As Director of Audience Engagement and Communications at the PMA, Elizabeth has led comprehensive strategies to build the reputations of museums, both within the community and nationally. For more than 10 years, she has led efforts—at the Minneapolis Institute of Arts and at the PMA—to support and strengthen brand equity through communications, metric driven strategies, customer service, and donor relations. Lizzy holds a B.A. in Art History from Connecticut College.



**Amy Woodhouse**

**President of the Board of Trustees**

Amy is a former Vice President at American Express. She also volunteers on behalf of Bowdoin College.



**Cyrus Hagge**

**Vice President of the Board of Trustees**

Cyrus is the owner of Project Management, Inc. he also serves on the Boards of the University of Southern Maine Foundation, SailMaine, and SPACE Gallery.

### **CANDIDATE QUALIFICATIONS AND QUALITIES**

The successful candidate for the position of Director of Development must possess strategic agility, the ability to set priorities, intuition, political and interpersonal savvy, comfort with higher management, managing vision and purpose, integrity and trust, and the ability to deal with paradox.

Furthermore, the successful candidate for the position of Director of Development will have

- ability to perform all work according to best practice standards and to the Association of Fundraising Professionals' Donor Bill of Rights;
- ability to multitask, organize work, and meet deadlines with careful attention to detail in a fast-paced, collaborative environment;
- superior analytical and planning skills with ability to think strategically;
- excellent management skills, with considerable knowledge of office practices and procedures;
- proven written and oral communication skills, including ability to adhere to PMA brand charter and style guide, and ability to communicate effectively with constituents in person, over the phone, and via email;
- ability to establish, maintain, and foster positive and harmonious working relationships with coworkers and a variety of individuals contacted in the course of work; and
- ability to operate computers and software necessary for assigned duties including Microsoft Office, Altru, and other reporting software.

A Bachelor's degree is required for this position as is at least 7-10 years of broad experience in a best-practice development department, including at least three years of management responsibility. Previous experience in a museum or arts organization and a passion for art or college coursework in the history of art are preferred.

### **SALARY & BENEFITS**

The Portland Museum of Art offers a competitive benefits package.

### **LOCATION**

Portland, Maine, is changing. Over the past 15 years, the city has seen a marked increase in its national reputation, attracting attention for its award-winning food scene, creative economy, and quality of life. As Portland has moved forward, so has the PMA, leading cultural conversations through its extraordinary collection and becoming a quintessential part of the Maine experience.

The PMA is located at the intersection of High, Congress, and Free Streets. The Congress Street arts district is a burgeoning center of creativity and innovation known throughout New England. *Time Magazine* voted Portland one of nine cities that is "getting it right" and *The Huffington Post* ranked Portland 8<sup>th</sup> among the "best restaurant cities." in the nation. Portland is Maine's largest metropolitan area and is the state's economic hub.

#### **APPLICATION DEADLINE**

All applications must be accompanied by a cover letter and résumé. Before submitting your materials, please read them over for accuracy. Review of applications will begin immediately and continue until the successful candidate has been selected.

To apply for this position, visit: <http://opportunities.aspenleadershipgroup.com>.

To nominate a candidate, please contact Tim Child: [timchild@aspenleadershipgroup.com](mailto:timchild@aspenleadershipgroup.com).

*All inquiries will be held in confidence.*

### **ASPEN • LEADERSHIP • GROUP**

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