

ASPEN • LEADERSHIP • GROUP

CHIEF MARKETING OFFICER
PENNSYLVANIA ACADEMY OF THE FINE ARTS
Philadelphia, Pennsylvania
<http://pafa.org>



The Aspen Leadership Group is proud to partner with the Pennsylvania Academy of the Fine Arts (PAFA) in the search for a Chief Marketing Officer.

Reporting to the President and CEO, this position serves as a member of the senior management team and will be responsible for planning, development, and implementation of all of the organization's marketing strategies, marketing communications, and public relations activities.

PAFA is a national leader in fine arts education that brings together artists and the public through exceptional teaching programs, a world-class collection of American art, major exhibitions, and widely accessible public programs.

Founded in 1805, PAFA is the nation's first school and museum of fine art. PAFA provides both undergraduate and graduate degree and certificate programs. The long-established, 120-credit, four-year Certificate is a studio art-making program with majors in Drawing, Painting, Sculpture, and Printmaking. The PAFA BFA provides concentrations in the four studio disciplines and a rigorous program of liberal arts studies. PAFA also offers a BFA in partnership with the University of Pennsylvania, a joint program established in 1929. The large and vigorous graduate programs include a one-year Post-Baccalaureate Certificate and a two-year, 60-credit MFA. In addition to its degree programs, PAFA serves more than 1,100 non-matriculating students through its continuing education programs.

PAFA's holdings have been described as one of the three best collections of American art in the world. It is particularly renowned for the works of 19th- and 20th-century masters such as Charles Willson Peale, Thomas Eakins, Winslow Homer, Edward Hopper, and Stuart Davis. Recent major acquisitions of contemporary art include the work of painter Robert Ryman, sculptor Claes Oldenburg, and video artist Bill Viola. In 2010, PAFA received a milestone gift of nearly 400 works of art by women artists of the 20th and 21st centuries donated by patron Linda Lee Alter. Beginning in 1900, PAFA began collecting the works of African-American art, and today has one of the strongest collections in this area as well.

PAFA organizes the vast majority of its own exhibitions, and publishes significant new scholarship about American art; a number of these projects tour the country. It has made important recent contributions through monographic exhibitions about Henry Ossawa Tanner and George Tooker, for example, and is currently planning important projects about David Lynch, Peter Blume, and Norman Lewis.

PAFA is committed to serving the entire spectrum of the community through its public programs. These include school visit programs, free family programs on weekends, summer camps, after-school and summer programs for high school students, public lectures and symposia, interactive evening programs, and workshops for teachers. PAFA works in partnership with numerous cultural organizations, including other museums, the University of Pennsylvania, Philly Reads, and the Philadelphia Zoo.

REPORTING RELATIONSHIPS

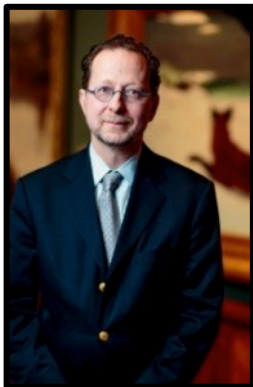
The Chief Marketing Officer reports to the President and Chief Executive Officer.

PRIMARY RESPONSIBILITIES

The Chief Marketing Officer will

- in collaboration with other members of senior management and the Marketing Committee of the Board of Trustees, establish a 21st century brand strategy and marketing plan, including digital media, traditional marketing techniques, and public relations and communications to achieve institutional objectives in PAFA's strategic plan;
- develop and execute comprehensive short-term and long-term marketing plans and programs to support the growth in PAFA's enrollment, contributed revenues, capital campaign contributions, museum and event attendance, and earned revenue goals;
- research and analyze current and prospective audiences and devise marketing strategies to deepen existing relationships and develop new ones;
- enhance PAFA's brand identity and recognition regionally, nationally, and internationally;
- establish and maintain relationships with key business, community, strategic, and cultural partners;
- serve as liaison with outside organizations to develop marketing and promotional opportunities and actively attend events in the community;
- plan and oversee advertising and promotional activities including digital, print, outdoor, and direct mail;
- oversee development and production of marketing, promotional, and collateral materials;
- measure results of marketing and promotional programs, and make data-driven decisions about how to invest PAFA's marketing resources for maximum impact;
- supervise a team of five professionals;
- determine agencies and suppliers of record, negotiate contract terms, and conditions for service;
- prepare departmental activity reports and present to senior management and Board of Trustees;
- serve as the Senior Staff liaison to the Marketing Committee of the Board of Trustees;
- develop and manage the marketing departmental budget and participates collaboratively in the development of the institutional budget; and
- contribute positively and productively to the executive management team.

KEY COLLEAGUES



David R. Brigham, Ph.D.

President and Chief Executive Officer

David R. Brigham, Ph.D., is President and CEO of the Pennsylvania Academy of the Fine Arts, the nation's first museum and first school of fine arts.

Brigham is leading PAFA through a period of growth and vitality. Joining PAFA in 2007 as the Edna S. Tuttleman Director of the Museum, he was promoted by the Board of Trustees in 2010 to President and CEO. During that time, PAFA increased its operating budget from \$12 million to \$18 million, while maintaining a balanced budget each year. Under his leadership, annual attendance has increased from 120,000 to 220,000 visitors; contributions have increased from \$2.2 million to \$5

million per year; scholarship support for PAFA's art students has risen from \$1 million to over \$3.5 million annually; and the art collection has grown by more than 1,000 works. PAFA's entire collection is being digitized and added to the Albert M. Greenfield American Art Resource Online; and PAFA has expanded new educational programs such as Family Arts Academy and Art in Process. PAFA's campus has been improved by the addition of Lenfest Plaza, a new study center for works of art on paper and archives, the Alumni Gallery, the Richard C. von Hess Foundation Works on Paper Gallery, the Community Education Center, and a new café. During Brigham's tenure, PAFA's museum earned reaccreditation from the American Alliance of Museums and its school earned accreditation from Middle States Commission on Higher Education.

In 2015, under Brigham's leadership, PAFA added two new academic programs: an undergraduate major in Fine Arts Illustration and a Low-Residency MFA degree. To accommodate this growth in the curriculum, new classrooms have been constructed, the library has been enlarged, and new technology has been added for art making and for art instruction online.

Brigham has reinforced PAFA's commitment to gender and ethnic diversity. Exhibitions such as *Barkley L. Hendricks: Birth of the Cool*, *Henry Ossawa Tanner: Modern Spirit*, *The Female Gaze: Women Artists Making Their World*, and *Procession: The Art of Norman Lewis* have attracted new audiences to PAFA. The formation of a Community Outreach Community has expanded relationships throughout the region. And PAFA has broadened its permanent collection through purchases of artists such as Harriet Hosmer, Norman Lewis, Mickalene Thomas, Kehinde Wiley, and Njideka Akunyili. Linda Lee Alter's gift in 2010 of her extensive collection of art by twentieth-century women recognized PAFA's renewed commitment to educating, exhibiting, and employing women artists. Today, PAFA's commitment to diversity is further reflected in that students of color comprise over 30 percent of the student body.

Brigham earned his master's degree in Museum Studies/American Civilization and a doctorate in American Civilization at the University of Pennsylvania, and bachelor's degrees in English and Accounting summa cum laude from the University of Connecticut. He has published, organized exhibitions, and delivered invited lectures on a broad range of American art from the 17th to the late 20th centuries, including a book about PAFA's founder Charles Willson Peale.

Previously, Brigham was the Executive Director of the Allentown Museum of Art (2002-2007), and the Director of Collections and Exhibitions and Curator of American Art at the Worcester Art Museum in Massachusetts (1996-2002). He has also taught at the University of Southern California, George Mason University, and Lebanon Valley College, where he directed the Suzanne H. Arnold Art Gallery, and was Research Associate at the Huntington Library. His research has been supported by prestigious research fellowships from the Smithsonian Institution, Huntington Library, McNeil Center for the Study of Early American Studies, Library Company of Philadelphia, British Academy, and the Bellagio Study Center of the Rockefeller Foundation.

His wife, artist Holly Trostle Brigham, studied at the Pennsylvania Academy of the Fine Arts in the early 1990s and earned her MFA from The George Washington University. They live in Philadelphia and have two children, Noble and Flora.



Thomas N. Pappas
Vice Chair, Board of Trustees
Executive Vice President of Business Strategies, CNNH

Thomas N. Pappas serves as Executive Vice President of Business Strategies at CNNH.

Pappas stands as a leader in the business community and an even greater patron. The transformative CEO is known on a national level for his accomplishments in turning struggling multi-million-dollar entities into thriving companies, while simultaneously giving back to the community in which he lives with the same vigor.

As CEO of United Healthcare of PA, Pappas excelled in his rehabilitation of the floundering health plan. By tackling the benefit cost ratio and aggressively working to turnaround the workforce, the once ailing entity became a formidable competitor to Aetna, Highmark and Independence Blue Cross. Prior to the overhaul, United Healthcare of PA had been ranked last as 42nd in the nation. Today, the health plan is ranked 5th and stands as a testament to the business acumen, depth of experience and vision of Tom Pappas.

From 1992 to 1997 Pappas served as the Managing Principal, Senior Vice President and Global Sales & Marketing Manager for Johnson & Higgins, a global professional services firm providing advice and solutions in the areas of risk, strategy and human capital. His was a specific charge: take the \$800 million company's new and additional business to the next level. Pappas identified early on that he had to create a new culture within the company to accelerate growth. From developing a national sales training program, to creating a sales leadership school, to spearheading global initiatives, Pappas aggressively tackled all opportunities for turnaround. The end result was a leap from \$35 million in new and additional business to over \$285 million.

Pappas began his professional career at Xerox Corporation, where throughout his 12-year tenure he was known as a trailblazer. His rapid succession was only compounded by the fact that he continued to be the youngest in a given position at every level. Of his many achievements, he was most notably a member of the President's Club – an elite gathering of producers that comprise the company's top 10%.

Pappas has held a variety of roles for the Union League of Philadelphia, including Board Member, Vice President and President. For the Pennsylvania Academy of the Fine Arts, he has been a Member of the Board of Trustees, Vice Chairman of the Board of Trustees, Chair of the 200th Anniversary Committee, and Chair of the Marketing Committee. For the Academy of Notre Dame de Namur, Pappas has served as a Member of the Board of Trustees, Chairman of the Board of Trustees, and Chairman of the Endowment Committee. He has received numerous honors including being named "Man of the Year" by both Holy Family College and by the Catholic Youth Organization (CYO), and the recent dedication of the Thomas N. Pappas Business Center at the Union League of Philadelphia.

Pappas is a graduate of La Salle University and the Wharton School at the University of Pennsylvania.

CANDIDATE QUALIFICATIONS AND QUALITIES

The ideal candidate for the position of Chief Marketing Officer will have

- proven experience in the marketing and support of enrollment management;
- editorial experience in all forms of media;

- experience with all forms of institutional publishing and communications;
- experience in managing website and other digital content;
- financial skills appropriate for management of budget, financial projections, and research purposes;
- computer literacy for spreadsheet reporting and database management; and
- excellent organizational skills.

A bachelor's degree in marketing, communications or a related field is required for this position. A master's degree is preferred. The successful candidate will have 8-10 years of management experience in marketing, preferably in higher education, with a strong understanding of the arts and culture.

SALARY & BENEFITS

PAFA strives to offer its employees a competitive and comprehensive benefits package. Its employees are its most valuable resource.

LOCATION

This position is located in Philadelphia, Pennsylvania.

APPLICATION DEADLINE

Before sending your résumé for this position, please read it over for accuracy. Review of applications will begin immediately and continue until the successful candidate has been selected.

To nominate a candidate, please contact Angelique Grant: angelique@aspenleadershipgroup.com.

All inquiries will be held in confidence.

The Pennsylvania Academy of the Fine Arts (PAFA) is an Equal Opportunity Employer and is committed to an environment which welcomes and encourages the recruitment and retention of qualified candidates from all diverse groups. PAFA provides equal opportunity to applicants without regard to race, color, religion, gender identity/expression, sexual orientation, national or ethnic origin, age, disability, or status as a veteran.

ASPEN • LEADERSHIP • GROUP

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