



# Position Specification

North Carolina Museum of Art

Director

Private and Confidential

## Our Client

The North Carolina Museum of Art (NCMA) is one of the pre-eminent cultural institutions in the Southeast and, indeed, the country. With an outstanding permanent collection of more than 5,000 objects from ancient Egypt to the present, the NCMA proudly enriches, delights, and educates 400,000 visitors from around the world every year.

The NCMA's permanent collection dates back to 1947 when the North Carolina General Assembly appropriated \$1 million for the purchase of works of art, making North Carolina the first state in the nation to use public funds to buy art. Since the initial acquisition of 139 works of European and American art, the NCMA's collection has grown to include major holdings in European painting from the Renaissance to the 19th century (enhanced in 1960 by an extraordinary gift from the Samuel H. Kress Foundation of 75 works dating primarily from the Italian Renaissance and baroque periods including works by Titian, Batoni, Giotto, and many more), Egyptian funerary art, sculpture and vase painting from ancient Greece and Rome, American art of the 18th through 20th centuries, and international contemporary art. Other strengths include African, ancient American, and Oceanic art, and Jewish ceremonial objects. The Museum is actively building the collection with new acquisitions, including a gift from the Iris and B. Gerald Cantor Foundation of 30 works by Auguste Rodin, making the NCMA the leading repository of this artist's work in the southeastern United States. A gift of mid- to late-20th-century art from the collection of Jim and Mary Patton includes works by Jackie Ferrara, Adolph Gottlieb, Ellsworth Kelly, Per Kirkeby, David Park, and Sean Scully. Other new works include pieces by artists El Anatsui, Roxy Paine, Jaume Plensa, Yayoi Kusama, and Ursula von Rydingsvard.

The 164-acre campus is the nation's largest art museum park and is home to the Thomas Phifer-designed, AIA award-winning West Building, which opened in 2010 and features a central sculpture hall, and 40 galleries. Among other accolades, in 2016 the West Building was named one of the 125 most important works of architecture in the last 125 years by Architectural Record. The Museum's Civitas-designed Museum Park was thoughtfully planned for community placemaking and features a noted collection of outdoor public art, a spectacular Ellipse lawn for small and large gatherings, and an extensive trail system that connects to the 63-mile Capital Area Greenway through the City of Raleigh. Facilities located within the park include a large outdoor performing arts facility, children's play areas, bike trails, and greenways. The NCMA's Edward Durrell Stone-designed East Building (which opened in 1983, with additional renovations in 2010) includes ample space for multiple exhibitions, a newly reinstalled African Gallery, two classrooms with the latest technology to allow educational outreach around the State and world, and a recently renovated auditorium used for films, lectures, and presentations.

The NCMA offers a robust programming schedule in the museum and on the grounds throughout the year. In the museum, weekend tours, festivals, workshops, and camps are designed to engage families, while there are also dedicated programs for teens and college students. Outdoor concerts, poetry slams, daylong seminars, live dance performances, debates, and chamber music concerts are a few examples of the types of programs offered throughout the year in the park theatre. The NCMA also hosts an outdoor movie series made possible by a state-of-the-art digital projection system. In addition to programming on site, the North Carolina Museum of Art offers remote and online learning programs to reach constituents statewide. From virtual field trips and online courses, to collaborations with public school systems, the NCMA is committed to enriching the lives of people across the state.

The Southeastern Center for Contemporary Art (SECCA in Winston-Salem, N.C.) became an affiliate of the NCMA in 2007. Its mission is to present and interpret contemporary art of the United States by serving as a “laboratory to involve audiences in the art, craft, and design of our time.”

The NCMA is a division of the North Carolina Department of Natural and Cultural Resources. The Museum serves the people of North Carolina and all visitors as a premier destination for compelling encounters with art. The NCMA is committed to exemplary scholarship and innovative educational enrichment, and invites interactions among diverse communities, fosters collaborative partnerships, and seeks to activate the creative potential in everyone. The museum’s statutory purpose is to acquire, preserve, and exhibit works of art for the education and enjoyment of the people of the State, and to conduct programs of education, research, and publication designed to encourage an interest in and an appreciation of art on the part of the people of the State.

Today the Museum has an annual budget of approximately \$22 million and endowment of over \$32 million. The museum has an engaged and supportive 25 member Board of Trustees (13 of which are Governor-appointed and four are appointed by the state legislature), and it is also supported by the NCMA Foundation and its Board, which is composed of 24 members. The Museum employs 274 total staff members and enjoys the support of over 500 volunteers, including docents, art society, and affiliated groups.

### **The Role**

The Director of the NCMA is responsible for the artistic vision and leadership of the Museum through art collections, educational programming, interactive digital media, indoor and outdoor events, the museum park, and projecting the Museum’s mission throughout North Carolina. This individual directs and participates in fundraising, marketing, development of strategic vision, collection development, general management, financial management, and fostering volunteer/Board/community relations in accordance with the policies, rules, and regulations of the State of North Carolina and its Department of Natural & Cultural Resources, and those adopted by the Board of Trustees and the NCMA Foundation. He or she hires, oversees, motivates, and mentors highly skilled professional staff to perform the functions provided for in the budget of the Museum.

The Director reports to the Director’s Committee, which is comprised of the Secretary of Natural and Cultural Resources of the State of North Carolina (who shall serve as the chairman of the Committee), the Chair of the Board of Trustees of the North Carolina Museum of Art, one member designated by the Board of Trustees of the North Carolina Museum of Art, the President of the Board of Directors of the North Carolina Museum of Art Foundation, Inc. (or the President’s designee), and one member designated by the Board of the North Carolina Museum of Art Foundation, Inc.

The successful candidate will be a decisive leader who is eager to step into this position during a pivotal moment of transition at the NCMA. Under this Director’s leadership, the NCMA will continue to expand its role as an inclusive, engaging cultural leader, and is expected to play a central role in the cultural life and evolution of the region and of the state of North Carolina. The Director will also serve as the NCMA’s primary spokesperson throughout the broader United States, as well as among international audiences. He or she will be accessible and eager to interact with a wide range of constituencies with the goal of expanding audiences and broadening the institution’s relationships. The Director will inspire and support partner organizations to work in concert with the strategic goals of the Museum. Additionally, the Director

will continue to ensure that the museum's use of technology continues to evolve in best service to the museum's goals and strategies in this digital age.

Critical to the Director's success will be the ability to fundraise effectively in close coordination with Trustees and the Foundation Board. The successful candidate will have a track record of approaching resource-building with significant creativity and clarity of purpose.

Specific responsibilities include:

- **Serves as Chief Executive Officer of the Museum:** Actively supports the mission of the Museum working with Trustees, staff, and volunteers. Develops the vision and carries out plans for the North Carolina Museum of Art that model and encourage internal, local, national, and international collaborations. Is a strong and collaborative partner with the NCMA Foundation; build relationships up and down the organization and establish credibility as the Museum's artistic leader. Responsible for carrying out the policies established by the Trustees for the Museum and the Board of the NCMA Foundation, for the day-to-day management and operation of the Museum, and for ensuring that all staff who report directly or indirectly conform to the policy. Serves as a visible spokesperson for the Museum with stakeholders, the media, and the public; directs and guides staff planning and initiatives based upon plans agreed upon with the Trustees and the Foundation Board and upon established Museum policies. Recommends new actions and initiatives to the Trustees and the Foundation Board. Encourages all associated with the institution—whether Trustees, staff, volunteers, or members and public visitors—to participate enthusiastically and in a meaningful way through his/her leadership and dedication to the mission of the Museum. Supervises direct reports including Deputy and Assistant Directors for Art, Programs, Education, Finance, Administration, Development, the Museum Park, and Planning and Design. Oversees and partners with affiliated organizations openly and proactively.
- **Fundraising:** Collaborates with the Development and Finance staff to provide day-to-day support with Trustees and Foundation Directors in raising funding and finding new sources of support for the institution. Serves as a visible spokesperson for the Museum with stakeholders, the media, and the public; serves as an active figure in the Museum's fundraising programs and events. Cultivates relationships with major stakeholders for the purposes of fundraising, including major gifts, for special projects, operations, and development of the Museum, and growth of the endowment.
- **Collections Management:** Develops the collections and preserves and presents works of art to promote education and public engagement with the arts throughout North Carolina. Collaborates with the Curatorial Departments to ensure that the collections of original works of art and works on loan to the Museum are presented, developed, cared for, researched, and promoted in a manner serving the mission and best interests of the NCMA and the citizens of North Carolina.
- **Represent the Museum:** Leads the NCMA's productive partnership with the Secretary of DNCR and, through him/her, the Governor of North Carolina. Communicates openly and proactively with members of the State Legislature. Enthusiastically represents the NCMA in local, regional, statewide, national, and international organizations to further the best interests of the institution.
- **Perform other duties:** Ensures that the Trustees and Foundation Board are informed fully via Committee and Full Board meetings. Works with senior staff to ensure the necessary communication with Trustees. Works with the President of the Foundation to maintain the partnership of coordinated goals of funding and fundraising. Oversees the affiliated organizations

of the NCMA to ensure that they meet institutional goals and policies and that the institution interfaces with them effectively.

### **Candidate Profile**

The Director of the NCMA will demonstrate a decisive, yet collaborative, leadership style along with an entrepreneurial drive, a passion for art, and exemplary communication skills. He or she will bring a track record of innovative and strategic leadership experience in a multi-faceted institution with varied internal and external constituencies.

The successful candidate will be an inspiring and inclusive leader, with the ability to motivate staff, donors, and stakeholders throughout North Carolina and beyond. This person will have earned a reputation for innovation in his/her approach, and effectiveness in partnering with a Board and senior management team. He or she will be highly approachable, an excellent communicator, and an eager listener with a lively sense of humor. He or she will work with diverse constituents including Board members, donors, funders, businesses, community, and political leaders and legislators, volunteers, and the general public. The Director will be a civic-minded leader who is comfortable and eager to engage with North Carolina's social and cultural environment, and committed to investing the time and energy needed to further develop the NCMA's reputation as the creative leader in engaging audiences both regionally and statewide. Proven ability to perform public speaking engagements is key.

The next leader of the Museum will have demonstrated a high level of achievement in developing and implementing strategy, building the financial, operational, and ideological support for its implementation, and skillfully balancing and aligning the needs of multiple interests. In particular, he or she should have experience managing institutional transition, and will be energized by building the Museum's strategy for the future, as well as advancing the stature, recognition, and audience engagement statewide and more broadly. The successful candidate will be a natural team builder with energy, optimism, and drive to lead the NCMA into the future.

The Director will exhibit a knowledge of and passion for art, as well as a fundamental belief in art and creativity's value in society. He or she will have an understanding of the role of museums in the 21<sup>st</sup> century, including digital strategies for audience engagement. The successful candidate will think creatively across disciplines, advancing the diverse range of programs and forms of creative expression that the NCMA offers.

In terms of the performance and personal competencies required for the position, we would highlight the following:

#### **Setting Strategy**

- The ability to build upon the NCMA's strengths and articulate an inspiring vision for the organization as a whole (including collections, programming, and the landscape).
- An entrepreneurial and creative approach to developing innovative ideas that will stretch the NCMA and demonstrate its strength as a leader North Carolina, and in the museum field nationally.
- The ability to welcome opportunities for change by creating goals and pragmatic implementation plans to achieve success

**Executing for Results**

- The ability to set clear and challenging goals while committing the NCMA to excellent performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A leader who is viewed by others as having a high degree of integrity and forethought in his/her approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the museum.

**Leading Teams**

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- The ability to persevere in the face of challenges, and exhibit a steadfast resolve and relentless commitment to high standards, commanding respect from staff, Board members, patrons, and members of the broader community.
- A leader who is self-reflective and aware of his/her own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.
- Respects the shared governance structure of the museum and is therefore committed to the best practices of accountability and transparency.
- Creates a culture of approachability and transparency, unifies the museum and its teams around shared priorities and fosters a sense of community.

**Relationships and Influence**

- Naturally connects and builds strong relationships with others, demonstrating authentic emotional intelligence and diplomatic skills, including an ability to communicate persuasively in writing, speaking, and actions.
- An ability to inspire trust in others through influence, integrity, perseverance, and demonstrable successes.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Creates a sense of meaning for the institution that inspires and engages others to succeed for the greater purpose of the organization as a whole.

**Contact**

Russell Reynolds Associates has been exclusively retained for this search and prospective candidates are invited to contact Russell Reynolds Associates directly. All inquiries and discussions will be considered strictly confidential. Please reach out to [NCMA@russellreynolds.com](mailto:NCMA@russellreynolds.com) to apply.