



# Smithsonian Institution

## **Associate Director of Advancement National Portrait Gallery**

Come join a team of dedicated staff at an exceptional time in Smithsonian history, as the Institution continues a comprehensive strategic plan, expands the programming, educational, and scholarly activity of its museums and research centers, and completes its very first Institution wide fundraising campaign.

This position is located at the National Portrait Gallery (NPG), Smithsonian Institution, which was authorized and founded by Congress in 1962 with the mission to acquire and display portraits of "men and women who have made significant contributions to the history, development, and culture of the people of the United States." Today, the Smithsonian's National Portrait Gallery attracts over 2 million visitors onsite and 4 million online and continues to narrate the multi-faceted and ever-changing story of America through the individuals who have shaped its culture. Through the visual arts, performing arts, and new media, the Portrait Gallery presents poets and presidents, visionaries and villains, actors and activists whose lives form our national identity.

The NPG is comprised of around 75 full-time staff and advised by a 25-person Board of Commissioners (the "Commission") who represent around 18 states across America. The NPG is managed by a Director and a six-person executive team comprised of the Chief Curator and associate directors of Finance & Operations, Collections & Exhibitions, History, Research & Scholarship, and Audience Engagement. The Associate Director of Advancement will report to the Director, serve on the executive team, and be the main liaison with the Commission on the Advancement Committee, and the central Smithsonian's Office of Advancement.

The museum has significantly grown its advancement department in the last two years and, as a result, has seen dramatic increases in fundraising performance. Our goal is to maintain this rate of growth beyond the museum's \$25 million comprehensive campaign, which concluded at the end of 2018, the Portrait Gallery's 50th anniversary year. This position offers excellent opportunities for the successful candidate to make a significant impact on the future of the National Portrait Gallery. There is no better time to join this amazing museum.

The Associate Director of Advancement (ADA) is a newly created position for the NPG, identified in the 2019-2023 Strategic Plan to help the NPG "step up" its fundraising and earned revenue in the wake of an enormously successful five years that saw media attention quadruple, attendance double from 1.1 million, and annual fundraising go from \$1.3M to in FY13 to \$4.4 million in FY18. Specifically, the ADA will work closely with the Director and Commission members to increase the NPG's ability to raise over \$6M for the annual fund; increase endowment (currently at \$6.7M), increase special event revenue in light of proposed policy changes by the Smithsonian

to allow private events in January 2019 at over \$1M p.a.; and support the Commission Gala Co-Chairs to expand the ambitions for the NPG's bi-annual American Portrait Gala to raise upwards of \$2M at the next gala to be held on November 17, 2019. The ADA will especially help lay the ground work for the NPG to successfully participate in the Smithsonian's next Fundraising Campaign around 2021.

The ADA is responsible for providing strategic focus and tactical direction that support the NPG's mission in these key areas:

- Annual fundraising, (Incl. individual, major gifts, corporate, and foundation)
- Planned Giving
- Special Events
- American Portrait Gala
- Support and administration of the Commission
- Management of the 2019 – 2023 Strategic Plan

The ADA is responsible for the Advancement department, which comprises three departments and eleven full-time: Development (including Commission liaison), Special Events (including the gala production), Commission and strategic planning support. The incumbent will work closely with this group in developing priorities and devising compelling fundraising cases for support that cross departments (exhibitions, education, collection, events), financial years, and revenue streams (restricted, unrestricted, planned giving, and endowment).

The incumbent's main priority—and estimated 50%+ of their time—will be to strengthen the advancement office to raise over \$6M a year, working with the Director, Commission, Endowment Committee and advised by outside consultants.

## DUTIES & RESPONSIBILITIES

### **Advancement**

- Work with advancement office staff to establish a strategy to increase annual giving to around \$6M a year and attract endowment support—including planned giving.
- Assists the Director, executive team, and Commissioners in developing compelling cases for support that cross departments over multiple financial years, to attract long-term interest from donors, with special attention given to the bi-annual gala, exhibition sponsorship, program endowments, named galleries and endowed positions.
- Together with the Director, and Commission / endowment chairs, serve as the external face of the NPG, “selling” the NPG's vision and interest to individuals, companies, and foundations across the United States.
- Manage the membership programs, including: Portrait Patrons (\$150 - \$1,000), Portrait Circle (\$1,000 – 10,000), Corporate Circle, and American Legends Circle (planned giving).
- Manage the NPG fundraising portfolio, including major gifts, planned giving, and foundations and maintain own portfolio of key donor relationships.
- Works with NPG curators, historians, educators, selected staff and Commissioners on developing fundraising skills on specific targeted proposal requests.

- Responsible for developing prospect lists, developing solicitation strategies, and writing or editing final proposals and stewardship reports; ensuring that all donor activities are accurately recorded and tracked in the Smithsonian's data base, and "next steps" are developed.
- Be equally zealous about donor stewardship and generating a feeling of excitement about the NPG's activities, as research and cultivation.
- Serve as the main liaison with the Commission's Executive Committee, and specifically the Vice Chair of the Commission. Work with the Director and advancement chairs to set meeting agenda items, record accurate minutes, and establish next steps.

### **Strengthen Annual Fundraising**

- Working with consultants to complete a feasibility study and set the framework for "raising the bar" in annual and on-going fundraising.
- Develop a menu of compelling projects that include gallery spaces, named positions, and named programs – and their attending cases for support and recognition.
- Work closely with the Director, Commission chair, and Chairs of the Advancement Committee on strategy.
- Go alone, or in the company of the Directors, content staff (curators, historians, educators), or Commissioners to meeting with prospective donors to solicit their support.

### **Advisory Board of Commissioners Liaison and Strategic Planning Management**

- Serves as the main liaison of the Advancement Committee of the board of Commissioners.
- Helps identify and recruit new Commissioners.
- Works with the Director to set the Commission meeting and events schedule.
- Ensures that the Commission receive complete board materials—including minutes of meetings and approvals—in a timely manner.
- Manages the Commission meeting logistics including out-of-town meetings every 18-24 months.
- Develops, distributes, and analyses a Commission survey at the conclusion of each meeting to continually improve the effectiveness of the NPG Commission.
- Ensure that the NPG Commission members are made aware of Smithsonian-wide initiatives that they may enjoy and derive benefit.
- Tracks strategies and actions in the strategic plan, reports to the Director and executive team on areas of progress and/or concern, and reports on progress at every Commission meeting.

### **Special Events**

- Oversees the special events department that raises visibility and revenue for the NPG's annual operations, including developing effective ways to retain past clients and market to potential new clients.

### **Gala Management**

- Manage the American Portrait Gala that takes place every two years and raises both national visibility and funds for the NPG's endowment.
- Identify and work with Gala Co-Chairs to identify high profile honorees and their presenters.

- Manage all aspects of contracting gala production, including design and printing, catering, décor, and public relations.
- Develop engaging and professional gala sponsorship materials.
- Actively develop events and activities to promote the gala.
- Conducts solicitation meetings, independently or accompanied by the Director and/or Gala Chairs, to raise financial and other support for the Gala and the NPG.

### **Administration**

- Attends all weekly meetings with the Director and monthly Executive Team meetings.
- Attends central Smithsonian Office of Advancement meetings as required.
- Serves as liaison with the Smithsonian's office of government affairs.
- Manages resources efficiently, including professional and support staff, interns and volunteers, and the department's budget.
- Promptly replies to all communications with NPG stakeholders including donors, Commissioners, and Smithsonian leadership.

Successful candidates will have:

- Mastery level skill of fundraising and marketing methods, techniques and practices and the creativity and ingenuity to develop new concepts and approaches is required.
- Demonstrated ability to lead fundraising efforts in a major cultural or educational nonprofit organization to secure external financial support exceeding \$2.5 million annually.
- Experience in development of comprehensive strategic plans and execution of strategic plans for an advancement program sufficient to outline communication techniques, program activity, budget requirements and establishment of milestones to achieve the assigned objective.
- Skill in written communication sufficient to accomplish effective donor communications, grant applications, and sponsorship proposals that secure substantive financial support from foundations and corporations.
- Ability to communicate orally sufficient to make effective and persuasive oral presentations for support of cultural projects that secure financial support from a wide variety of donors.
- Ability to lead, develop and supervise a staff of 10 or more advancement and special events professionals, and unpaid staff to include fellows, interns and volunteers.
- Ability to provide advisory service and expert guidance to board members, officers, and senior staff leadership of cultural or educational nonprofit organizations to achieve multi-million-dollar campaign goals.
- Ability to analyze the connections between fundraising goals and donor interests to make recommendations about the prospects, and alternatives, for funding sources and possibilities.
- This position is recognized as an expert regarding all philanthropic and outreach activities in promoting fundraising.
- Understanding of and dedication to the mission of the National Portrait Gallery.

The Smithsonian Institution is a unique complex of 19 museums and galleries, the National Zoological Park, and nine research centers. The Smithsonian is a national and world treasure and

is dedicated to its founding mission, “the increase and diffusion of knowledge.” Its exhibitions, programs, collections, and outreach touch the lives of millions of Americans every year, as well as many who visit us from abroad.

The Smithsonian Institution offers a competitive salary and a comprehensive package of benefits. This is not a Federal Position, but has similar requirements and benefits. Interested candidates should submit their resumes and a cover letter to [ostaffing@si.edu](mailto:ostaffing@si.edu) by January 21, 2019. Please include the title of the position in the subject line of the email.

*The Smithsonian Institution is an equal opportunity, affirmative action employer. Candidates of all backgrounds are encouraged to apply.*