

ASSOCIATE DIRECTOR FOR ADVANCEMENT



Smithsonian
National Museum of Natural History



POSITION Associate Director for Advancement
ORGANIZATION Smithsonian National Museum of Natural History
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SMITHSONIAN NATIONAL MUSEUM OF NATURAL HISTORY

The National Museum of Natural History (NMNH) is part of the Smithsonian Institution, the world's preeminent museum and research complex. The museum's mission is to promote understanding of the natural world and our place in it, thus inspiring curiosity, discovery, and learning about the natural world through its unparalleled research, collections, exhibitions, and education outreach programs. Opened in 1910, the green-domed museum on the National Mall was among the first Smithsonian buildings constructed exclusively to house the national collections and research facilities.



The museum's collections tell the history of the planet and are a record of human interaction with the environment and one another. As we all work to shape a sustainable world, this record becomes the starting point. It is our guidebook to how the future can look and work. Because of the boundless curiosity of NMNH researchers, the breadth and depth of the scientific collections, and the ability to inspire future generations of scientists, the museum has a vital role to play. Through NMNH, people can both discover the world and learn to become better stewards of it.

Through its research, collections, and education and exhibition programs, NMNH serves as one of the world's great repositories of scientific and cultural heritage, as well as a source of tremendous pride for all Americans.

AN IRREPLACEABLE GLOBAL ARCHIVE

NMNH preserves more than 145 million specimens and artifacts, the largest collection of its kind. These collections provide researchers and communities around the globe with an unparalleled record of our changing world and its physical, biological, and cultural diversity. They represent our species' effort to understand our planet. As the tools and techniques to study these objects advance, so does our capacity for understanding Earth's mysteries through our collections. Over 3.5 million specimens are out on loan each year; over 15,000 visitor days are spent in the collections; and there are almost 600,000 additional visits to collection databases available on the Internet. The museum includes a state-of-the-art collections storage facility in Suitland, Maryland.

AN ENGINE OF NEW KNOWLEDGE

On any given day, NMNH scientists conduct research in laboratories and at sites around the globe. Boundless curiosity drives them to explore Earth, the species that depend upon it, the cultures that inhabit it, and the forces that alter it. Their work underpins our understanding of critical issues of our time, from conservation to public health, climate change to food security.

The museum includes a marine science research facility in Ft. Pierce, Florida and field stations as far away as Belize, Alaska, and Kenya. Research activities are organized into seven departments, and a number of affiliated U.S. government agencies on-site contribute to the museum's strength, including the Department of the Interior (U.S. Geological Survey Biological Resources Division), the Department of Agriculture (Systematic Entomology Laboratory), the Department of Commerce (National Marine Fisheries Service Systematics Laboratory), and the Department of Defense (Walter Reed Biosystematics Unit).

BACKGROUND

The National Museum of Natural History is a public-facing, science-based museum within the Smithsonian Institution's complex of museums and research organizations that reports to the Under Secretary for Science and Research. The NMNH is dedicated to understanding the natural world and our place in it. It is one of the most visited natural history museums in the world, reaching more than 4 million museum visitors each year and millions more through its education programs and digital channels. With over 145 million specimens and objects, the Museum's collections represent over 90% of the holdings of the Smithsonian and are the largest of its kind in the world. These collections and the work of the scientific staff form the foundation for the Museum's exhibitions, education and outreach programs, and media.

The Smithsonian Institution was established by an Act of Congress in 1846 with a clear mission: the increase and diffusion of knowledge. It is the largest museum and research complex in the world with 21 museums, 9 research centers, and the National Zoo. The Smithsonian has national and international impact in science, history, art, and culture. Each year, it welcomes more than 25 million visitors in its public facilities and 180 million web visitors and its approximately 6,500 staff are supplemented by more than 6,000 volunteers, interns, fellows, and visiting scientists annually. The Smithsonian is supported by a combination of federal appropriations and government grants, awards and gifts from private foundations, corporations and individuals, endowment income and commercial revenue.

The Associate Director for Advancement at the National Museum of Natural History (NMNH) is charged with responsibility for the overall planning, management, and execution of the Museum's fundraising, communications, and special events. Consistent with NMNH goals and objectives, the Associate Director for Advancement seeks to harness the resources of the Museum, communicating as broadly and effectively as possible to audiences on-site, in the region, across the country, and around the world. The Associate Director for Advancement reports to the Museum Director and is a member of the Museum's Executive Team, the group that sets priorities, formulates policy, and develops strategies to accomplish the Museum's strategic goals for research, collections, public outreach, and mission support. This position

collaborates with the Smithsonian Institution's central offices of Advancement and Communications and External Affairs and draws on their support services to integrate the NMNH's initiatives with the Institution's overall goals. The Associate Director for Advancement works closely with the Museum Director and the Museum Advisory Board to orchestrate the use of its time and talent to advance the Museum's quest for gift support.

RESPONSIBILITIES

The Associate Director for Advancement (ADA) provides executive leadership and direction in the overall planning and timely execution of the Museum's fundraising efforts, communications, and special events. They are responsible for leading a team of 23 to raise \$20M annually and successfully complete a \$100M capital campaign over the next 5 years. In this role, the ADA will:

- Oversee all aspects of the fundraising program, including corporate and foundation relations, individual gifts, membership, and donor relations, to enhance fundraising capacity and results. Serve as the lead fundraising officer for the Museum. Assist the Museum Director by setting fundraising goals and managing resources to ensure those goals are met. Prepare annual operating plans and manage all aspects of campaigns both at the Museum and as part of Smithsonian-wide campaigns, particularly as they relate to major and principal gift donors.
- Lead the creation and promotion of effective cultivation and solicitation opportunities that involve the Director, Deputy Director, and members of the Advisory Board. Identify and coach project spokespeople. Manage connections between prospective and current donors and museum staff.
- Manage a personal portfolio of prospects and donors, as well as provide strategy and direction over the full NMNH portfolio.
- Oversee NMNH gift proposals, solicitation letters, cultivation and stewardship materials, and stewardship activities for prospects and donors in accordance with established SI policies and guidelines.
- Prepare regular reports for the Director, Advisory Board, and for broader distribution within the Smithsonian. Benchmark with peer institutions to ensure NMNH is on track and employing best practices.
- Identify and refine fundraising and communications priorities for the museum, translating those priorities into compelling opportunities for support and engagement.
- Develop museum communication, outreach strategies, and special events, and coordinate implementation.
- Oversee a comprehensive communication plan for the strategic initiatives of the Museum. Ensure the development and delivery of innovative communication to serve internal and external audiences.
- Develop strategies to elevate the Museum's profile with its constituencies, the media, and the public. Expand the Museum's capability to create content and diffuse knowledge through all forms of media.

- Oversee the Museum’s relationship with the Smithsonian Channel and its generation of mission-critical television shows and associated revenue targets.
- Oversee special events to ensure that functions reflect the standards and goals of the Museum and that facility rentals generate targeted revenues.
- Develop and manage the annual plan and budget for Museum Advancement.
- Establish a leadership style that emphasizes open and clear written and oral communications, both within the Directorate and throughout the Museum.
- Mirror NMNH’s commitment to inclusion, diversity, equity, and accessibility by hiring a diverse staff and supporting the organization’s culture, values, and goals. Ensure that NMNH’s values and principles that foster inclusive participation are communicated and upheld in its programs and activities.
- Identify training needs and opportunities for Advancement staff.

The ADA manages a team of 23 with 3 direct reports. The ADA has direct management responsibilities, including ensuring that their direct reports are also executing these responsibilities at the highest level. These include writing position descriptions and performance plans; conducting performance appraisals and any necessary follow-ups; and recommending/reviewing grade levels, performance, or special act awards. They will also keep leadership informed of any employee relations issues.

ORGANIZATIONAL STRUCTURE

The ADA reports to the NMNH Museum Director, who provides broad guidance in terms of overall policy, program objectives, and delegated authority. Within policy guidelines and established objectives, the ADA plans and directs all aspects of programs and functions within advancement, exercising a high degree of managerial knowledge and ability. The ADA routinely consults with the Museum Director and Deputy Director, particularly on sensitive policy matters and issues of controversy, and keeps them apprised of the status of program activities through discussions and periodic reports. Work performance is assessed in terms of supervisory skill, ability to make positive contributions as a team member, adherence to schedules and budgets, achievement of fundraising targets, and the effectiveness of external affairs programs and plans. The ADA will seek and secure the approval of the SI Assistant Secretary for Advancement for the planning and execution of all significant fundraising programs. The ADA may be delegated authority to act on behalf of the Museum Director.

SECURITY LEVEL

This position has been reviewed to determine the level of position sensitivity. Based on the nature of the work, the position has been determined to be high risk. This designation will require (1) a pre-employment Security Agency Check (SAC) for the prospective incumbent; and (2) a subsequent comprehensive background investigation and favorable adjudication to continue in the position.

EQUAL EMPLOYMENT OPPORTUNITY

The Smithsonian is an equal opportunity employer and strongly encourages individuals of all backgrounds, cultures, and nationalities to consider this leadership position. The Smithsonian's commitment to inclusivity encompasses, but is not limited to, diversity in nationality, ethnicity, race, religion, gender identity, sexual orientation, age, and disability.

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APPENDIX

SMITHSONIAN NATIONAL MUSEUM OF NATURAL HISTORY LEADERSHIP

KIRK JOHNSON | SANT DIRECTOR

Kirk Johnson is the director of the National Museum of Natural History where he oversees a collection of more than 146 million objects—the largest natural history collection in the world. Each year, the Museum hosts more than 5 million visitors and its scientists publish more than 750 research articles. In 2019, the Museum opened the *David H. Koch Hall of Fossils—Deep Time*, a 31,000 square foot exhibition about the history and future of life on Earth.



Kirk Johnson

As a geologist and paleobotanist, his research focuses on fossil plants and the extinction of the dinosaurs and he is also known for his popular books, museum exhibitions, documentaries, and collaborations with artists. Before he came to the Smithsonian in 2012, Johnson was the vice president and chief curator at the Denver Museum of Nature & Science where he led expeditions in 11 countries. In 2011, he led the excavation of an ice age site near Snowmass Village, Colorado, that recovered more than 5,400 bones of mammoths, mastodons and other ice age animals and was featured in the NOVA documentary, *Ice Age Death Trap* (2012). His recent PBS documentaries include *Making North America* (2015), *The Great Yellowstone Thaw* (2017), and *Polar Extremes* (2019). His recent books include, *Cruisin' the Fossil Coastline: The Travels of an Artist and a Scientist along the Shores of the Prehistoric Pacific* (2018) and *Visions of Lost Worlds, the Paleoart of Jay Matternes* (2019).

Kirk is originally from Bellevue, Washington, has a bachelor's degree from Amherst College, a master's degree from the University of Pennsylvania and a doctorate in geology and paleobotany from Yale University. He has also worked as a marine geologist at the U. S. Geological Survey, was a postdoctoral researcher at the University of South Australia and was a Crosby Lecturer at the Massachusetts Institute of Technology.

SMITHSONIAN INSTITUTION

The Smithsonian Institution is the world's largest and most respected provider of museum experiences, supported by authoritative scholarship that connects Americans to their cultural heritage, and also acts as an international leader in scientific research and exploration. The Smithsonian's curators support some of the world's largest collections of art, natural specimens, and items of preeminent historical and cultural significance. Its scientists are among the leaders in their fields internationally, many focused on pressing issues such as biodiversity and endangered species. Founded in 1846 by a generous bequest from English scientist James Smithson, the Smithsonian now has 19 museums and galleries; 20 libraries; the National Zoological Park; and nine research centers located in seven states, the Republic of Panama, and Belize. All except two of the museums are located in the Washington, D.C. metropolitan area. The Cooper-Hewitt, National Design Museum and the National Museum of the American Indian are located in New York City. Each year, its museums and the National Zoo receive more than 28.5 million visits by people from around the world and 160 million virtual visitors access the Smithsonian's website. The reach of everything the Smithsonian does

is expanded exponentially by educational and outreach programs. As an international institution, the Smithsonian offers the world a picture of America and America a picture of the world.

The Smithsonian has more than 6,300 employees, including approximately 500 scientists, and more than 7,300 on-site volunteers. The Smithsonian has more than 175 affiliate museums in 40 states, the District of Columbia, Puerto Rico, and Panama. The Smithsonian Institution Traveling Exhibition Service, the largest traveling exhibition service in the world, reaches roughly 5 million people across the country every year. The Smithsonian has a total annual operating budget of more than \$1.4 billion, with an endowment valued at approximately \$1.7 billion. The Institution is about 62 percent federally funded and its federal appropriation for fiscal year 2019 totaled \$1 billion. The balance is provided by private sector sources. These make up the

Smithsonian's trust funds, which include contributions from private sources (corporations, foundations, and individuals), private grants and contracts, endowment income, and revenues from Smithsonian Enterprises (stores, restaurants, IMAX theaters, gift catalog, etc.).



ADVANCEMENT AT THE SMITHSONIAN

Historically, the Smithsonian relied heavily on support from the federal government for the vast majority of its funding. Until the last decade, there was little Institution-wide culture of or investment in philanthropy. With the creation of a central fundraising unit in the late 1990s, the Smithsonian has experienced significant growth in all streams of contributed revenue and transformed into a successful contemporary fundraising operation. Both the Smithsonian's Secretary and the Board of Regents are committed to continued support of the development function and furthering the Institution's culture of philanthropy.

Today, the Smithsonian maintains an advancement program that is characterized by a comprehensive central office working collaboratively with unit-based teams representing the museums and research centers. This model is comparable to those found in many large university settings. Extraordinary brand recognition and support from a broad range of foundations and corporations are major strengths of the Institution's advancement program, and the program is able to draw upon an abundance of basic and applied research activity in engaging prospective donors. There is also a model of partnership across the Smithsonian and its units in addressing philanthropy related to pan-Institutional initiatives and donors with multiple interests or multiple unit affiliations, as well as a model of advice, support, and leveraging to optimize relationships with singularly focused, high-level donors.

The Smithsonian's first Institution-wide campaign was publicly launched during October 2014 and raised \$1.88 billion, surpassing its \$1.5 billion goal in October 2016 and concluding in December 2017.



Smithsonian Campaign kickoff

It is the largest amount ever raised in a fundraising campaign by a cultural organization. The Smithsonian Campaign encompassed all 19 museums, the National Zoo, nine research centers, and educational units. Campaign fundraising priorities emphasized new and renovated buildings and spaces, education and outreach initiatives, endowment support, scientific research around the globe, and programs and exhibitions. More than 535,000 donors contributed to the campaign, including gifts

from foundations, corporations, and individuals from every state and 107 countries. Approximately 93 percent of donors made gifts of \$100 or less. The largest gift to the campaign, more than \$50 million, came from the Bill & Melinda Gates Foundation in support of education programs, scholarly initiatives, and the creation of the National Museum of African American History and Culture. The Smithsonian Campaign has propelled the advancement program forward, expanding central and unit-based development staff, deepening collaboration across units, and honing the sophistication of its processes and operations.