



MIT MUSEUM

Search for the Deputy Director and Head of Operations Cambridge, Massachusetts

THE SEARCH

The MIT Museum (“the Museum”) seeks an experienced leader and skillful administrator to serve as Deputy Director and Head of Operations (“Deputy Director”). The Deputy Director will work closely with the Mark R. Epstein (Class of 1963) Director (“the Director”), serving as the second-in-command in leading the daily operations of the Museum as well as its ancillary facilities. Located in Cambridge, Massachusetts, the MIT Museum sits at the heart of one of the world’s premier universities, the Massachusetts Institute of Technology (“MIT” or “The Institute”). The Museum stands alone among university museums in its focus on the nature and significance of the research, teaching, scientific, and technological innovations of its parent institution.

The Deputy Director will join the Museum in a moment of increasing possibilities, as the Museum is maximizing the potential of its new building in the newly imagined MIT Kendall Gateway in Cambridge, where the Museum occupies more than 58,000 square feet of galleries, classrooms, and state-of-the-art program and performance spaces. Opened in October 2022, the MIT Museum in Kendall Square heralds a new era: one in which the museum plays a larger and more prominent role in the life of the Institute, and its relationship with the greater Boston area, the nation, and the world. At this buzzing, lively gateway location in Kendall Square, the updated Museum serves to strengthen the connection between the Institute and the Kendall Innovation District, and it continues to grow as a meeting ground for MIT community members and the wider community.

The MIT Museum’s galleries, exhibitions, demonstrations, workshops, performances, conversations, and debates invite visitors to participate in the ongoing adventure of research and innovation. The Museum displays objects from its vast collection and features rotating transdisciplinary exhibitions relating to science, technology, art, and design. The Museum also presents regular programs, events, and festivals, including guided gallery tours, demonstrations by MIT faculty and students, workshops in its educational classrooms, hands-on activities in its Maker Hub, panel discussions, and the annual Cambridge Science Festival.

Reporting to the Mark R. Epstein (Class of 1963) Director, the Deputy Director and Head of Operations will be responsible for the human resources, financial administration and operations of the Museum, including the development and implementation of an annual budget recommendation; administrative oversight of the MIT Museum, including human resources administration; managing the Museum's Finance, Visitor Services, Store, Functions, Building management, and Technology departments; supporting major Museum projects as needed, including those originating in the Collections, Exhibitions, and Engagement departments; back-stopping senior management roles during periods of transition; and representation of the MIT Museum on behalf of the Director as required to key stakeholders, including (but not confined to) the Museum Advisory Board, the Institute's Senior Administration, and individual and corporate donors.

The MIT Museum has retained executive search firm Isaacson, Miller to conduct this search. Confidential nominations, inquiries, and applications may be directed to the search firm as indicated at the end of this document.

THE INSTITUTE

The enrollment of MIT's first students in 1865 marked the culmination of an extended effort to establish a new kind of educational institution relevant to an increasingly industrialized nation. The MIT motto "Mens et Manus," Latin for "Mind and Hand," expresses the Institute's ideal of a productive continuum between reflection and action. In the land-grant tradition, MIT promotes teaching coupled with research, focusing attention on real-world problems, and forging the notion of the teaching laboratory.

MIT is independent and co-educational, with a private endowment of over \$24.6 billion, a total annual budget of approximately \$4.1 billion, and a workforce of approximately 16,327. Undergraduate enrollment at MIT is approximately 4,650 and graduate enrollment is just over 7,200 students. A distinguished faculty of just over 2,000 instructs both graduate and undergraduate students and engages in research. Twelve current members of the MIT faculty have won the Nobel Prize and two have won the Pulitzer Prize.

MIT focuses on scientific and technological research and comprises six schools and colleges, with more than 30 academic departments as well as interdepartmental programs, laboratories, and centers. The schools and colleges include: Architecture and Planning; Engineering; Humanities, Arts, and Social Sciences; Science; the Sloan School of Management; and the MIT Schwarzman College of Computing. In addition to world-renowned programs in science and engineering, the Institute is also home to top-ranked programs in economics, management, linguistics, philosophy, political science, art, architecture, and city planning.

For more information about MIT: www.mit.edu

THE MIT MUSEUM

The MIT Museum was founded in 1971 with a mission of engaging the wider community with MIT's science, technology, and other areas of scholarship in ways that would best serve the nation and the world. The Museum fulfills this mission by collecting and preserving objects that are significant in the life of MIT; creating exhibits and programs that are firmly rooted in MIT's areas of endeavor; and engaging MIT faculty, staff, and students with the wider community. The collections and exhibitions serve as a resource for the study and interpretation of the intellectual, educational, and social history of the Institute and its role in the development of modern science and technology. The MIT Museum has more than 1.5 million objects, prints, rare books, technical archives, drawings, photographs, films, holograms, and more that reveal the wide interests of the MIT community, from the Institute's founding to the present day. The museum recently completed a transition into a new offsite Collections Management Center in Medford.

The Museum's collections include:

Architecture - Important collections for the study of architectural instruction and practice from America's first architecture program.

Art - Includes the world's most comprehensive holography collection, distinctive collections of maritime paintings, paper-folding, kinetic art, and works from the pioneering Center for Advanced Visual Studies.

MIT History - The MIT History Collection tells the social and cultural history of MIT, including student and faculty life as well as MIT's role in the development of science, technology, engineering, arts, and mathematics.

Nautical - Among the oldest marine technology archives in the United States, the Francis Russell Hart Nautical Collections document marine design and shipbuilding.

Photography - The museum's photography collections include works by almost every significant photographer of the 20th century as well as major industrial and academic collections.

Science - Historic artifacts documenting key scientific discoveries as well as instruments and apparatus for teaching, from test tubes to the prototype of the LIGO interferometer.

Technology - Instruments, artifacts, photographs, and related materials that document the history of technology from the mid-19th century to the present, through the lens of MIT.

The MIT Museum welcomes over 150,000 visitors annually from across the globe who are eager to experience the dynamic and innovative culture of MIT. Local audiences (people living in the Greater Boston Metropolitan Area) are served mainly through visitation and outreach, while global audiences

(other than visitors to the Institute) are served mainly through online services. Annually since 2007, the MIT Museum hosts the Cambridge Science Festival, the first festival of its kind in the United States. The 10-day event draws many tens of thousands of visitors each year and hosts events in scores of venues from Boston to Cape Cod. The Museum works with collaborators across the Institute and far beyond, to celebrate science, technology, engineering, art, and mathematics in the community, for the community.

To learn more about the MIT Museum: <https://mitmuseum.mit.edu/>

The 2024 Annual Report for the MIT Museum may be found here:

<https://mitmuseum.mit.edu/more/annual-reports>

The Current Moment

The presence of the Museum at 314 Main Street in Cambridge provides a bold welcome to the Institute for many visitors from around the world. Located adjacent to the recently renovated Kendall/MIT MBTA subway stop, and directly opposite the relocated MIT Welcome Center and Admissions office, the new MIT Museum is a vibrant introduction to the Institute and a new cultural presence in one of the fastest-growing innovation districts in the world. The Museum occupies the first three floors of a 17-floor building, the rest of which is devoted to commercial office space that houses large, innovative technology companies such as Boeing and IBM, among others. Google also opened its new Kendall Square headquarters directly across the street, where the global headquarters of the Fab Foundation will also be located.

The brand-new MIT Museum has been open to the public since October 2022 following a prolonged closure after the onset of the COVID-19 pandemic in March 2020 into the construction period. Compared to the previous museum building in Central Square, the new MIT Museum showcases more of the Museum's collections and provides better amenities for hands-on work with collections by researchers, scholars, and students. The Museum also has strengthened digital infrastructure support, including a new online collections portal. The Museum has worked to greatly expand the educational program offerings to include a wider array of workshops for students and teachers, regular evening events for adults, and outdoor activities in Kendall Square's public spaces. The new museum has significant space devoted to public amenities (galleries, programs, etc.), as well as generous circulation spaces, high-ceilinged and purpose-designed galleries, a 100-seat community meeting space called The Exchange, a fully equipped maker space, and two flexibly configurable classrooms. Continued technology and systems development will be integral to future planning to maximize the benefits of the new building. The Deputy Director oversees facilities management and space needs for the Museum.

The MIT Museum serves and welcomes all members of the community, however, the Museum has long prioritized target audiences of middle- and high-school students and their teachers; adults in the Cambridge and Boston areas; and MIT faculty, staff, and students. 2023–4 has been a record-breaking year for the MIT Museum attracting over 150,000 annual visitors and achieving earned revenue of \$3.5m

from admissions, store sales, event rentals, and programs. A monumental move of the 1.5 million objects in the collections of the museum to a new collections storage facility in Medford was completed in the fall of 2024.

At the heart of the Museum is its workforce—approximately 75 staff members across the departments of collections, research, and reference; galleries and exhibitions; engagement and education services; communications; technology; development; administration; and visitor and enterprise services—unmatched in their dedication and professionalism. The FY24 operating budget for the Museum is over \$11 million. Annually on average, 30 percent of the budget comes from MIT, 20 percent from earned revenue, 40 percent from sponsorships, grants, and fundraising, and 10 percent from general endowment and designated endowed funds. The MIT Museum’s endowment is approximately \$25 million. The MIT Museum is supported by a 22-member Board of Advisors who help the Museum carry out its mission by offering advice and support, and by assisting in the development of museum policies and programs.

Kendall Square

Kendall Square in Cambridge is home to some of the most innovative companies on earth and is central to the life and character of its local community. It has been called "the most innovative square mile on the planet," in reference to the high concentration of entrepreneurial start-ups which have emerged in the vicinity of the square over the last decade. The neighborhood sits on the edge of the Charles River, across from Boston’s historic Beacon Hill neighborhood, and has about 50,000 people who work in the area daily.

Since 2010, MIT has been working with the broader community to bring new vibrancy and diversity to Kendall Square. High-tech firms are drawn to Kendall Square in large part because of its proximity to MIT, which owns a significant amount of the commercial real estate in the square and has been actively constructing space for new high-tech tenants, as well as rebuilding and renovating its own facilities. In addition to the newly constructed MIT Museum, nearby MIT facilities include the Stata Center, a 720,000-square-foot academic complex, and the MIT Sloan School of Management, as well as many other buildings on the eastern end of the MIT campus.

Leadership

Michael John Gorman joined the MIT Museum as the Mark R. Epstein (Class of 1963) Director in July 2024. He is also a Professor of the Practice in MIT’s Program in Science, Technology and Society. Originally from Ireland, Gorman was previously the founding director of BIOTOPIA - Naturkundemuseum Bayern in Munich, Germany, a newly established innovative museum for life sciences and environment. Since 2015, he was responsible for the development of the center’s vision, exhibition strategy, and operations and festivals combining science and the arts. He was also a tenured university professor for life sciences in society at the Ludwig Maximilians University in Munich.

Gorman was the founding director of Science Gallery at Trinity College, Dublin, Ireland, a groundbreaking public space for innovation, science, and the arts. From 2012 to 2016, Gorman served as CEO of Science Gallery International, a nonprofit he founded to support the establishment of the Global Science Gallery Network in cities including London; Melbourne, Australia; and Bengaluru, India with university partners.

From 1999 to 2000, Gorman held dual postdoctoral fellowships at MIT's Dibner Institute and Harvard University's Department of History of Science, before becoming a lecturer in Science, Technology, and Society at Stanford University. He is the author of books on topics ranging from Buckminster Fuller's designs to 17th century art and science to the 2020 book "Idea Colliders: The Future of Science Museums," published by the MIT Press. He has curated numerous exhibitions and festivals bridging science, art, technology, and design around the world.

THE ROLE OF THE DEPUTY DIRECTOR AND HEAD OF OPERATIONS

The Deputy Director will oversee the day-to-day operations of the MIT Museum in Kendall Square, the Hart and Compton galleries on campus, and the new offsite collections management facility in Medford. The Deputy Director will be responsible for Human Resources within the museum, liaising with the Office of the Provost and MIT HR. The Deputy Director--with the support of the Finance Officer, Director of Technology and Director of Visitor Operations--will be responsible for managing and enhancing all aspects of the MIT Museum's daily operations, ensuring high-quality visitor services, technology systems and store customer service and well-running operational procedures throughout the Museum. When required, the Deputy Director will represent the MIT Museum, conveying its mission and purposes compellingly to a wide variety of stakeholders, including MIT Museum staff, MIT senior administrators, donors and sponsors, and civic and other community leaders. With support from the Finance Officer, the Deputy Director will oversee the management of the Museum's budget and finances – current, and prospective – with the objective of improving the financial sustainability of the MIT Museum; by overseeing the administration of the MIT Museum, including work with HR to continually improve staff structure and retention; by leading interdepartmental projects as needed and by representing the MIT Museum to important stakeholders when the Director is not available.

The Deputy Director will manage and provide leadership for the Finance, Visitor Services, Information and Technology departments. The Deputy Director will directly manage the following positions:

- Financial Officer
- Director of Visitor Operations
- Director of Technology
- Building Manager (contracted from UG2), who will transition to the Director of Visitor Operations' reporting line

The Deputy Director will carry responsibility for hiring staff, developing staff, performance management, conducting performance reviews, etc.

OPPORTUNITIES AND CHALLENGES

The Deputy Director and Head of Operations will be empowered and expected to:

Execute the achievement of strategic goals across Museum operations

The MIT Museum is in the beginning of the process to develop its next strategic plan, the first under the new leadership of Director Michael John Gorman. This plan is expected to be finalized in early Summer 2025. The vision will be an extension on the themes of the MIT Museum serving as a public laboratory for the Institute and the community. The MIT Museum exists to connect curious minds with MIT's unique culture of problem-solving and playful creativity, to make the work of MIT meaningfully accessible to as many people as possible both onsite and online. The Deputy Director will serve as a pivotal facilitator in using a data-driven approach to improve effective and broad delivery of the mission through execution of strategic plan and tracking of KPIs. The strategic approach will strengthen the Museum's financial performance, grow and diversify the Museum's audience, and continue to increase the Museum's role both within the Institute and as MIT's most prominent connection to the broader community.

Carefully steward and strengthen the Museum's long-term financial sustainability

Building on the Museum's impressive trajectory, the Deputy Director must successfully manage the Museum's strong financial position and see that all operations are run effectively. Situated within the umbrella of MIT, managing the Museum's finances requires adept skill in the navigation of the greater Institute's policies and resources in addition to skillful management of general museum operations and practices. MIT will soon be transferring to a new budget model institutionally that the Deputy Director (supported by the Finance Officer) will lead the Museum in adhering to in its procedures and planning. The Deputy Director will have strong financial acumen and in partnership with the Financial Officer, maintain a transparent culture of sustainability with the staff of the museum. The Deputy Director must instill a habit of financial rigor and best practices in museum-wide financial management. Success on the financial front will require entrepreneurial growth in audience, increased earned revenue, and continued prudent management of expenses. A business-savvy approach that is grounded in the values and vision of the Museum will be essential.

Lead and support a high-performing team

The Deputy Director will be an excellent listener and compassionate leader who recognizes and motivates the efforts and accomplishments of others. Internally, the Deputy Director will ensure a culture of focus, responsibility, and motivation; and support organizational cohesion and collaboration. In collaboration with MIT HR, the Deputy Director is responsible for all human resources matters for the Museum. The Museum has a professional and highly knowledgeable corps of employees. The staff has grown relatively quickly to open and then operate the new museum space. With significant developments in growth, a new building, and new leadership, the Deputy Director will bring a skillset for change management to

align the team around an ambitious shared vision. The Deputy Director must have a complete understanding of work across the Museum and identify where further investment or reorganization is required to achieve the Museum's full purpose and new potential. A willingness to evaluate, an ability to think strategically and tactically, and a decisive approach will be necessary to facilitate growth.

Build a community that fosters and appreciates diversity and inclusion

MIT is committed to increasing the diversity of its community and removing barriers to equity, opportunity, and belonging, creating an environment in which all people can do their best work and thrive. The Museum offers an important opportunity to be a welcoming space of belonging for diverse communities, and to support MIT's values of Belonging and Community both internally as a working culture and externally as it engages with the greater public and local community. Following the reopening in Kendall Square, the Museum has continued its emphasis on recognizing the diversity of the Museum's local audience and reaching out to public schools and to visitors from historically marginalized communities, who hitherto have been under-served. The Museum will reflect the rich diversity of the MIT community and the surrounding area by positioning itself as a place where diverse audiences are welcomed, respected, celebrated, and engaged.

The Deputy Director will be dedicated to integrating MIT's values of Belonging and Community into all decision-making and supervisory practices, and mindful of how championing these values is essential to the success of the Museum and the community.

Engage stakeholders and cultivate relationships across the MIT community

The Deputy Director is the museum's principal second-in-command and personally maintains relationships with key stakeholders throughout MIT. Consistently integrating the Museum with the Institute both builds connections to support the Museum and promotes effective leveraging of resources and policies for Museum operations as a unit of MIT.

The Deputy Director serves as the Administrative Officer for the MIT Museum, which includes responsibility of understanding and applying MIT policies and procedures, and liaising with MIT administration including: Human Resources, General Counsel, the Office of the Vice-President for Finance, Facilities, and Research Administration Services as necessary. Understanding the MIT Museum's unique position as a museum in the greater Institute, the Deputy Director will also adhere to American Alliance of Museums standards and best practices, to ensure the MIT Museum's compliance as an AAM-accredited museum. The role requires enthusiasm, diplomacy, creativity, and persistence to cultivate and sustain effective relationships and institutional collegueship.

EXPERIENCE AND QUALIFICATIONS

The successful candidate will bring many of the following professional and personal experiences,

qualifications, and characteristics:

- A Bachelor's degree in a related field required. Master's degree preferred.
- Minimum 10 years' relevant experience required, ideally in a similar role in a cultural institution or venue.
- Must be highly experienced in senior management, with financial planning, HR, operational, administrative and change management experience.
- Must be a skilled and effective communicator and comfortable with representing the museum to a wide variety of stakeholders and on the public stage.
- Proficiency in developing and implementing operational plans and strategies to advance the mission and goals of the organization.
- Exceptional management and leadership skills. Minimum of 5 years of executive level management experience.
- Experience managing a team or leading projects, programs, or functions.
- Excellent interpersonal and communication skills, in order to represent the museum in the overall MIT Community.
- Collaborative leader who can develop relationships across the Institute.
- Ability to work in an environment that requires an understanding of multiple stakeholders' positions.
- Exhibit openness and flexibility in considering solutions and strategy development.
- Ability to maintain composure during times of stress. Possess the ability to professionally discuss complex issues with others who have varying perspectives and objectives. Adept at conveying information using language non-technically trained individuals can understand.
- Strong detail orientation with a data-driven approach to strategic decisions.
- Excellent financial acumen and ability to understand complex budgets and contractual agreements.

COMPENSATION

This position is an [MIT Pay Scale of 13](#) with a hiring salary range of \$185,000-\$205,000.

INQUIRIES, NOMINATIONS, AND APPLICATIONS

Confidential inquiries, nominations, and resumes with cover letters can be sent electronically to:

Andrew Lee, Managing Partner
Ryan Leichenauer, Managing Associate
Isaacson, Miller, Inc.

<https://www.imsearch.com/open-searches/massachusetts-institute-technology-mit-museum/deputy-director>

MIT is an equal employment opportunity employer. All qualified applicants will receive consideration for employment and will not be discriminated against on the basis of race, color, sex, sexual orientation, gender identity, religion, disability, age, genetic information, veteran status, ancestry, or national or ethnic origin.