



Chief Advancement Officer
New York, New York

THE SEARCH

[The Morgan Library & Museum](#) (the Morgan) seeks an accomplished, aspirational, and strategic advancement professional to serve as the Chief Advancement Officer (CAO). With a deep appreciation for the Morgan's mission, program, collection, and scholarship, the CAO will oversee all aspects of institutional advancement, including individual giving; membership and patron programs; special events and galas; foundation, corporate and government support; exhibition and special program funding; planned giving; and trustee relations and board development. Building upon the momentum of the Morgan's current [Centennial Campaign](#) and newly established [strategic plan](#), the CAO will lead and implement the vision and strategy for a comprehensive advancement program, building upon the strengths of the Morgan as the institution charts an ambitious future trajectory.

Partnering closely with and reporting to the Director, the CAO will lead and manage a team of nine in institutional advancement. The CAO will bring a passion for the Morgan's intimate scale, art historical depth, research mission, and standards of excellence and will collaborate extensively with curators and colleagues across the institution. To date, the Morgan has raised over \$40 million towards the Centennial Campaign. The campaign will support the long-term financial health of the institution and has a focus on three key pillars: collections, campus, and people. The CAO will identify opportunities to sustain momentum, excitement, and enthusiasm around the campaign, translating efforts into future fundraising success.

As a highly visible representative of the Morgan, the CAO will deftly navigate complex and critical relationships, establishing and furthering partnerships that will elevate the success of the Morgan's programs and fundraising. A critical liaison to the Morgan's board, the CAO will review and strengthen governance, engage trustees in understanding the breadth and depth of the Morgan's mission, and develop new cohorts of trustees for the future. This is an exceptional opportunity to join the Morgan at a pivotal moment as the institution reflects on its history for inspiration and guidance while looking ahead with eagerness and ambition to all the Morgan has to offer to the public in the century to come.

The Morgan seeks a CAO who can capably build on the strengths of the institution and who is excited by the opportunities in front of the institution today. The CAO must have an appreciation for the key

opportunities and challenges relevant to art institutions and/or special collections libraries, from changing demographics to matters of audience access, technology, sustainability, and allocation of resources. This individual will be a talented advancement professional with demonstrated experience leading complex fundraising programs and campaigns. The CAO should possess strong strategic planning, managerial, and motivational skills; a keen understanding of fundraising best practices; business and marketing savvy; and a track record of personal success in donor cultivation, solicitation, and stewardship at major and principal gift levels.

The Morgan has retained Jack Gorman of the national executive search firm Isaacson, Miller, to assist in this important recruitment. Confidential inquiries, nominations, and applications may be directed to Isaacson, Miller as indicated at the end of this document.

THE MORGAN LIBRARY & MUSEUM

A museum and independent research library located in the heart of New York City, the Morgan Library & Museum began as the personal library of financier, collector, and cultural benefactor J. Pierpont Morgan. The Morgan offers visitors close encounters with great works of human accomplishment in a setting treasured for its intimate scale and historic significance. Its [collection](#) of manuscripts, rare books, music, drawings, and works of art comprise a unique and dynamic record of civilization, as well as an incomparable repository of ideas and of the creative process from 4000 BC to the present.

The Morgan welcomes some 250,000 visitors annually onsite and 7 million visitors online and offers a robust schedule of exhibitions, lectures, musical performances, educational programs, and special events. The Morgan also houses the renowned Thaw Conservation Center, the Sherman Fairchild Reading Room, and the Drawing Institute, serving scholars and researchers from around the world.

Morgan's 150,000-square-foot campus encompasses four architecturally and historically important buildings: J. Pierpont Morgan's Library (1906), the Annex (1928), the Morgan House (1852), and an addition designed by Renzo Piano (2006).

The institution has a core staff of around 120 full-time and 80 part-time employees. The Morgan has an operating budget of approximately \$28 million and an endowment portfolio valued at approximately \$325 million. For the year that ended March 31, 2024, net assets, inclusive of donor restrictions, were \$435 million. With respect to philanthropy, contributions to operations from all sources were \$9.2 million, including membership revenue of \$2.2 million.

Strategic Plan

2024 marks a century since the Morgan's founding. At this milestone, the [strategic plan](#) for fiscal years 2025 through 2029 builds on the institution's strengths and prepares for the future. The result of collaboration with staff, volunteers, and trustees, the plan is forward-looking and aspirational while

remaining firmly grounded identity of the Morgan as a beloved museum and research library in the heart of New York City. The plan is organized around five themes:

- **Collections, Exhibitions, and Scholarship** — stewarding, studying, and sharing the extraordinary collections at the center of the Morgan’s mission and identity.
- **Audience, Engagement, and Profile** — deepening the Morgan’s commitment to engaging with and serving a diverse public from New York City and beyond
- **Technological Capacity and Capabilities** — strengthening and expanding the strategic use of technology to fulfill the Morgan’s mission
- **Organization, Resources, and Facilities** — building a vibrant and inclusive work culture, bolstering the Morgan’s financial future, and caring for the campus
- **Governance** — ensuring fidelity to and execution of the Morgan’s mission and building the board of tomorrow.

Diversity, Equity, Access, and Inclusion

The Morgan began Diversity, Equity, Access, and Inclusion (DEAI) work in a formalized way in 2017 with the establishment of its first DEAI committee, composed of staff and leadership representatives from across the organization, and accelerated efforts significantly beginning in 2020. In October 2020, the Morgan launched its first six-month DEAI Action Plan, which was followed by a second 2-year plan that ran through December 2023. Both plans were collaboratively developed with staff across the organization with the goal of making the Morgan a more welcoming, equitable, and inclusive space for staff, volunteers, and visitors alike. Initiatives completed as part of these plans include, for example, launching a paid internship program, revising presentations of the Morgan’s history, implementing a land acknowledgement, improving staff and volunteer break spaces, and undertaking an institution-wide compensation study. More information on these plans and initiatives can be found [here](#). The Morgan reaffirmed its commitment to DEAI in the new strategic plan launched in February 2024, in which DEAI initiatives are incorporated into each of the plan’s five themes.

Colin B. Bailey

Katharine J. Rayner Director

Colin B. Bailey has served as the Director of the Morgan since 2015. A scholar of eighteenth- and nineteenth-century French art, he is a specialist of Pierre-Auguste Renoir and has been responsible for many publications and exhibitions. He was made an Officier de l'Ordre des arts et des lettres in 2010, and in 2020 was awarded the Prix du Rayonnement de la langue et de la littérature françaises by the Académie française.

Among the many initiatives Bailey has spearheaded are the celebration of the Morgan's centennial, the exterior restoration of J. Pierpont Morgan's Library, and the inauguration of the Belle da Costa Greene

Curatorial Fellowships, created for promising scholars from historically underrepresented communities in the curatorial and special collections field.

CHIEF ADVANCEMENT OFFICER

Reporting to the Director, the Chief Advancement Officer leads institutional advancement, providing guidance and oversight to a staff of nine and programs including individual giving; membership and patron programs; special events and galas; foundation, corporate, and government support; exhibition and special program funding; event marketing and management; planned giving and trustee relations and board development. The CAO is responsible for the planning, management, and success of the comprehensive fundraising efforts to support the Morgan's priorities and strategic plan. The CAO is a key member of the Director's senior team, which leads important strategic, operational, financial, and programmatic decision-making for the institution.

Duties and Responsibilities:

Strategic Vision and Leadership

- Working closely with the Director, senior leadership team, and board, lead the planning and implementation of a vision and direction for institutional advancement, which will ensure an optimally deployed staff and an effective, efficient infrastructure to support an increase in fundraising performance and sustain continued organizational growth.
- Assess the effectiveness of the institutional advancement organization and programs, and the Morgan's fundraising potential from both new and existing sources; craft a multi-year strategy to further the Morgan's culture of philanthropy; and substantially and sustainably increase philanthropic support across all sources and endowment growth in keeping with its mission and goals.
- As an active member of the senior leadership team, provide counsel regarding the fundability of identified priorities and initiatives as well as new ideas and effectively operationalize opportunities with the most promise. Build strong, collaborative professional relationships with curatorial, conservation, education, and other departments to identify priorities and create compelling funding opportunities.
- In conjunction with communications and marketing, develop clear, cohesive, compelling, and authentic messaging that conveys the uniqueness, strengths, and aspirations of the Morgan and articulates the case for philanthropic support of funding priorities.

Executive Support and Engagement

- Guide and support the Director in his role as fundraiser, serving as an advisor and co-strategist in cultivating prospective donors and soliciting transformative gifts. Similarly, guide and support curatorial staff and other senior leaders in fundraising-related activities, ensuring that their time spent is meaningful and productive.

- Provide the highest level of support to the Board of Trustees, Development Committee, and other key volunteers for their philanthropic activities on behalf of the Morgan; manage Board-level relationships to maximize opportunities for identification of new prospective donors, board members, and/or collectors.
- In partnership with the Nominating and Governance Committee of the Board and senior staff, conduct a review of the Morgan's governance policies and practices to strengthen the support of institutional priorities; evolve the membership of the trustees to better reflect the New York City community and engage future generations of collectors and leaders.

Fundraising and Events

- Evaluate, strengthen, and enhance current individual giving pipelines and programs; develop and implement new programs to identify and acquire prospective donors, increase donor retention, and upgrade and renew existing donors.
- Provide leadership for the Membership team to maximize membership, assess current levels and benefits, and create a robust pipeline of major donor prospects from members and beyond.
- Build upon and leverage the momentum of the current Centennial Campaign to ensure successful completion.
- Expand support for special projects and exhibitions in close partnership with the institutional giving and exhibition teams; identify, solicit, and steward existing and new potential institutional donors.
- In partnership with the events team, assess existing programs and events and identify opportunities to expand, enhance, and/or tailor events to particular groups.
- Personally cultivate, solicit, and steward a select portfolio of high-level prospects and donors, setting an example for the frontline fundraising teams.

Staff Management and Operational Oversight

- Provide clear direction, priorities, and measurable institutional and strategic goals for advancement staff; motivate and advocate for the advancement team and provide impactful staff development and mentorship.
- Assess the current programs and their net contributions to the Morgan, focusing both on operational costs and the related allocation of staff resources. Adjust existing programs and introduce new opportunities as appropriate.
- Ensure that all systems and processes, from data capture to gift acceptances and processing, follow fundraising best practices, maximize the use of available information, and adhere to sound budgetary, legal, and accountancy practices.
- Plan and carefully manage the advancement budget, ensuring that resources are deployed efficiently and effectively in support of the Morgan's fundraising goals and objectives, utilizing data analytics to project, measure, and report on progress relative to goals; generate accurate monthly and quarterly revenue reports, working closely with the Finance team.

Qualifications and Experience:

- Extensive fundraising experience and demonstrated leadership of high-performing teams, preferably within an art museum, special collections library, and/or cultural institution, and demonstrated experience with fundraising for exhibitions and other curatorial and scholarly projects.
- Strategic mindset and thoughtful understanding of how to build and grow a successful data-driven, comprehensive advancement program
- Ability to develop high-level, multi-year fundraising strategies with a willingness to engage and contribute hands-on at the ground level, across the institution, to advance the Morgan's mission.
- Creative problem-solver; able to identify and tap into new opportunities and approaches.
- A track record of success in cultivating, soliciting, and stewarding major and principal gifts from individual, institutional, and corporate donors; a high level of comfort and effectiveness working with high-net-worth individuals and organizational leaders to build mutually valued philanthropic relationships.
- A diplomatic, collaborative demeanor; the desire and ability to gain trust and build strong collaborative relationships with all members of an operation across a diverse, complex organization.
- Superior written and oral communication skills with the ability to succinctly communicate a vision and process to senior leaders, donors, collectors, staff, and other key constituents; impeccable attention to detail and superb follow-through.
- Exemplary interpersonal and listening skills; strong personal integrity, flexibility, charisma, and work ethic coupled with a sense of humor and perspective; a self-starter, comfortable with ambiguity and evolving demands.
- Proven management skills and the ability to establish a team- and goal-oriented environment that empowers staff through active communication and delegation and that builds confidence, promotes diversity of thought, and celebrates achievement.
- Ability to identify and develop talent; success in aligning team efforts with institution-level strategic priorities and goals.
- A sharp eye for operational efficiency and optimal resource allocation, including a demonstrated understanding of budgets and financial planning.
- A genuine passion for the Morgan's mission, program, collection, and scholarship.
- A champion of scholarship, the arts, and inclusion; a demonstrated understanding of the nuances related to non-profit visual arts institutions; the ability to effectively articulate the Morgan's distinct vision, mission, and values to diverse, global audiences and constituents.
- Experience working with a sophisticated donor base; familiarity with the New York philanthropic community is strongly preferred.
- A bachelor's degree is required; an advanced degree is preferred.
- The ability and willingness to attend evening and weekend events on a regular basis and to travel, as required.

LOCATION AND COMPENSATION

This is a permanent, full-time position in New York City with a salary range of \$250,000 to \$275,000. The wage/salary of the finalist selected for this role will be set based on a variety of factors, including but not limited to qualifications, experience, education, licenses, specialty, and training.

This position is based on-site at the Morgan at 225 Madison Avenue at 36th Street in New York City, a short walk from Grand Central and Penn Station. Staff whose responsibilities are consistent with remote work are on a hybrid schedule.

TO APPLY

Jack Gorman is leading this search with Bryce Ervin and Ryan Cheung. For more information or to submit a confidential nomination or inquiry, please visit:

<https://www.imsearch.com/open-searches/morgan-library-museum/chief-advancement-officer>

To ensure the overall health and safety of the Morgan Library & Museum campus, all staff of the Morgan are required to be fully vaccinated against the virus that causes COVID-19, absent qualifying exemptions for medical, religious, or other reasons in accordance with applicable laws.

The Morgan is an Equal Opportunity Employer and is committed to complying with all federal, state, and local equal employment opportunity laws. The Morgan provides equal employment opportunities to all employees and applicants for employment without regard to race, color, creed, religion, sex, pregnancy, sexual orientation, gender identity or expression, national origin, age, disability, marital status, military or veteran status, domestic violence victim status or any other basis prohibited by applicable federal, state, and/or local laws.