

Philadelphia Museum of Art

Search for the Senior Director of Facilities Philadelphia, Pennsylvania

THE SEARCH

The Philadelphia Museum of Art (PMA) seeks a strategic, innovative, and collaborative professional to serve as the Senior Director of Facilities (Senior Director). The Senior Director will join the Museum on the heels of the completion of the Frank Gehry-led “Core Project,” a multi-year \$233 million initiative that expanded gallery and public spaces and made them more accessible and inclusive. This leader will build upon the success of these efforts and must be a compelling communicator and storyteller, conveying the importance and complexity of the Museum’s space and facility needs to a variety of audiences and advocating for the necessary resources to tackle the multi-system deferred maintenance requirements across the museum campus.

Reporting to the Chief Financial Officer, the Senior Director will be responsible for cultivating and executing the Museum’s facilities and capital planning strategy across six buildings and additional storage facilities, totaling over one million square feet of property. Along with knowledge of engineering and/or construction management, this leader must bring a deep understanding of historic building management, risk and loss prevention, and the mechanical, electrical, fire protection, and environmental control systems that keep museums running. The Senior Director must ensure that the Museum’s facilities are safe and accessible for its staggering 700,000 annual visitors and be familiar with the related facilities needs of high-volume spaces.

A strong and transparent manager of both people and projects, this leader will oversee a network of direct reports, consultants, and contractors. The Senior Director will remain accessible and committed to the professional development of their team, sharing resources, information, and support, and advocating for the needs of their direct reports. This individual will also maintain meaningful relationships with the curatorial and conservations teams, collaborating closely on the facilities-related planning and projects that impact gallery spaces.

The Philadelphia Museum of Art has retained Isaacson, Miller to assist in this search. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

PHILADELPHIA MUSEUM OF ART

The Philadelphia Museum of Art was founded in 1876, the year of the nation’s centennial, in the city that launched the Declaration of Independence. In 1928, in an exultant moment, the Museum opened its East Terrace doors, crowning the Benjamin Franklin Parkway and overlooking Center City. Since then, it has grown into an artistic campus made up of the landmark main building; the Ruth and Raymond G. Perelman building; the Rodin Museum; and two fine eighteenth-century houses in Fairmount Park: Mount Pleasant and Cedar Grove. The Museum was intended to express the city’s highest aspirations and plazas and steps

are essential sites for both protests and celebrations including the Pope's visit, Super Bowl celebration, Black Lives Matter marches, seminal concerts, and of course, Rocky, running the steps. It has become a beacon and the iconic image of Philadelphia.

In 2004, facing the need for significant capital repairs and more public areas, the Museum hired Frank Gehry to design a multi-staged effort to repair the essential infrastructure and open circulation so as to engage the Museum with its visitors. The Museum invested roughly \$300 million in moving loading docks, art handling, garages, partial renovations, and other support functions. It followed with the four-year \$233 million "Core Project," which opened to wide critical acclaim in 2021. The renovation makes possible a completely different experience of the building, an architectural embrace to welcome people, and opening circulation to new and expanded exhibitions.

Over half of the PMA's visitors come from the U.S. with international visitors making the trek for the quality and breadth of its offerings. Overall, the visitors skew young and diverse as the Museum focused on engaging millennials succeeding by 2020 with an average visitor age of 32, and with two-thirds of all visitors between 18 to 45 years old. Roughly a third of all visitors are Black, Indigenous, People of Color (BIPOC), a number that rises to two-thirds from the city of Philadelphia. The percentage of non-white visitors has doubled over the last 10 years, reflecting, for the first time, the demographics of the Standard Metropolitan Statistical Area (SMSA), and a direct result of focused community outreach, Pay What You Wish admission on Friday nights and first Sundays. This focus on accessibility and inclusion will be shared by the incoming Senior Director.

LOCATION

Forty-five million people live within 200 miles of the city, putting Philadelphia at the core of the country's wealthiest and most densely populated area. The impressive collection of universities and medical centers has helped to spawn a growing, entrepreneurial economy that has become steadily more prosperous. The city attracts people nationally and globally and is served by a fine and accessible airport, offering 500 daily departures to 130 non-stop destinations in the country and around the world. Philadelphia boasts a vibrant culture rich with history central to the development of this nation, entertainment, and sports; varied, and outstanding dining; outdoor activities; and splendid arts. Philadelphia has borne and influenced numerous popular cultural movements that have since become iconic. The city offers several other internationally significant collections and museums, the Philadelphia Orchestra, the Opera and the Ballet, and an impressive mix of well attended theater companies. Philadelphia has more public art than any other city in the nation with nearly 4,000 massive murals grace the walls and display the essence of neighborhoods in Philadelphia.

The city remains accessible and affordable compared to its cousins in the North and South. *U.S. News and World Report* ranked ranks Philadelphia in the top 15 Best Affordable U.S. Destinations. The combination of a robust culture, an expanding economy, rich transportation nodes, and affordable living has attracted young people. Philadelphia's population of millennials is growing at a faster rate than in any of the nation's 30 largest cities.

FINANCE AND PHYSICAL PLANT

The Museum has enjoyed strong support from individuals, foundations, corporations, and state and federal government. In 2015, the Museum launched the public phase of [It Starts Here: The Campaign for the Philadelphia Museum](#) with \$190 million raised in the silent phase. The campaign formally concluded on December 31, 2022, and raised over \$600 million, \$233 million of which supported the Core Project renovations. \$150 million was targeted to the endowment, and the remainder was paid for special initiatives. The campaign followed an earlier phase that raised \$100 million for support functions that needed relocation and now stands as the largest fundraising campaign for any cultural organization in the history of Philadelphia.

The Museum operates six buildings. Each building is owned by the City of Philadelphia but is operated entirely by the Philadelphia Museum of Art, a not-for-profit corporation. The vast majority of the collection is owned by the PMA, and the Museum has for decades managed and displayed the John G. Johnson Collection, which consists of 1,279 paintings that were bequeathed to the City of Philadelphia in 1917. The PMA takes full responsibility for all finances and programs in all the buildings. Each building required renovation, some for improvement and some for depreciation, and the Museum has invested substantially in renovations over the last decade. The main building has several phases of the Master Plan that remain, some modest portions of which are related to repair and maintenance, though most of the plan is for improvement. Most of the main building and all of the remaining buildings are in excellent repair.

As a city-owned building, the City of Philadelphia annually provides \$2 million in operating support and covers approximately \$3.4 million in utilities. The city has also committed a total of \$16 million towards the capital renovation, which was also reduced during the pandemic from the original \$32.5 million commitment. The museum has periodically received capital improvement grants through the state, totaling \$9.7 million towards capital renovation efforts.

The Museum's endowment, a focus of the *It Starts Here* comprehensive campaign, has grown significantly over the last few years, with an additional \$142 million raised in gifts and pledges. The investments have had excellent results, and the current value stands at \$600 million. The Museum carries a construction debt of \$82 million, nearly all of which will be funded through current campaign commitments. The Museum is currently preparing a multi-year outlook through FY25, which will help serve as a roadmap toward expanded programming and increased revenues as it continues to recover from the pandemic.

SENIOR DIRECTOR OF FACILITIES

Reporting to the Chief Financial Officer, the Senior Director of Facilities will oversee the museum's overall facilities operations and maintenance program, including all building infrastructure systems, exhibition material construction and installation, space planning, capital and special project planning, and preservation and restoration of the museum. The Senior Director is also responsible for managing off-site properties owned and/or operated by the museum. This leader will craft the next iteration of the museum's facilities and operations strategic plan and help chart the course for proactive long-term management of facilities and associated risks.

The successful candidate will be adept at cultivating and maintaining complex and varied relationships with internal and external partners and will lead a team of four direct reports. The Senior Director will also collaborate closely with several indirect reports, third-party vendors, and their employees. A facile leader of people and teams, the Senior Director will provide and expand upon professional development and growth opportunities for staff and promote a culture of transparency and accountability. As PMA's staff is comprised of both unionized and non-union employees, experience working in a unionized environment and negotiating union contracts is preferred.

The Senior Director will be responsible for stewarding a \$10 million departmental budget, exclusive of capital funds, and will build and manage multiple large project budgets which may vary depending on the needs of the organization. This leader must clearly communicate about the Museum's space related needs and advocate skillfully for and anticipate appropriate budgetary support.

DUTIES AND RESPONSIBILITIES

- Work closely with third parties to cost projects, as required, manage performance, and ensure timely and accurate completion of projects at the highest of professional standards.
- Plan and prepare cost of services for internal projects to ensure that they meet budgeted projections.
- Ensure that all building systems (including but not limited to mechanical, electrical, plumbing, fire protection, security, etc.) are properly operated and maintained to achieve high-quality performance and economically, safe operation.
- Work with department leaders to begin succession planning by department to ensure there are no operational gaps and policies and procedures are well defined and documented.
- Lead infrastructure engineering system activities including but not limited to preventative maintenance, life-cycle analysis of major equipment, code compliance of existing building systems, determining economic efficiencies of systems, and maintaining building safety and OSHA Compliance.
- Ensure that all subcontractors employed by Museum contractors perform their duties and responsibilities to the highest professional standards.
- Prepare, monitor, and control departmental operating as well as capital project budgets.
- Monitor and control project budgets and schedules for timely completion within budget.
- Oversee the Museum's in-house staff of union carpenters and participate in the negotiation of the Museum's Collective Bargaining Agreement with the Carpenter's Union.
- Evaluate staff performance and prepare review performance evaluations for assigned personnel. Serves as guide, coach, and mentor to direct reports and staff.
- Develop and foster solid working relationships with various City departments, commissions, and agencies.
- Serve as the facilities and operation representative to various constituencies at the Museum including curators, the Board of Trustee's Building Committee, administrators, and vendors.
- Prepare and assist with the preparation of regular reports, special studies, and analyses as required.
- Perform other duties as assigned.

THE SUCCESSFUL CANDIDATE

While no single candidate will have all the ideal qualifications, the Philadelphia Museum of Art seeks candidates with the following experience, abilities, and characteristics:

- An advanced degree in Engineering (Mechanical or Electrical), or a similar field preferred
- 10+ years of facilities and operation experience demonstrating increasing managerial responsibility. Experience with cultural institutions is preferred.
- Proven ability to oversee multiple projects concurrently, with a high level of execution and detail.
- Strong management and leadership skills required. Experience in building and maintaining relationships with stakeholders, leading, adding teams, and developing organization-wide strategies.
- Strong listening, verbal, and written communication skills; ability to coalesce diverging viewpoints.
- A polished, diplomatic, and flexible management style that is hands-on, fair and sets high expectations.
- Demonstrated ability to work independently and resolve issues/emergencies.
- Available during non-traditional work hours including evenings/nights and weekends.
- Experience working in historic and architecturally significant buildings.

POSITION AND COMPENSATION DETAILS

- The minimum salary for this position is \$190,000.
- The senior director must be able to remain stationary for extended periods of time, to utilize computers and other office equipment required of this job, to perform physically administrative duties in a typical interior office environment, gallery, or exhibit space, and to access most public and staff areas of the museum campus.

TO APPLY

The Philadelphia Museum of Art has retained the national executive search firm Isaacson, Miller to assist in this search. All applications, nominations, referrals, and inquiries should be sent in confidence to:

Rebecca Kennedy, Partner (she/her)
Afi Tettey-Fio, Senior Associate (she/her)
Cortnee Bollard, Senior Search Coordinator (they/them)
Isaacson, Miller

<https://www.imsearch.com/open-searches/philadelphia-museum-art/senior-director-facilities>

At the Philadelphia Museum of Art, we actively seek to employ a diverse group of people who embody our organizational values. PMA welcomes and encourages individuals of all backgrounds to apply, especially those from marginalized and underrepresented groups in the museum field, who are inspired by its shared purpose and enjoy working collaboratively with others. The Philadelphia Museum of Art is proud to be an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to age, ancestry, citizenship or immigration status, color, disability, ethnicity, familial status, gender identity and/or expression, genetic information, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other protected status.