



Position Specification

University of Florida

Director, Harn Museum of Art

Private and Confidential

Our Client

The University of Florida

The University of Florida (commonly referred to as Florida or UF) is a public research university located on a 2,000-acre campus in North Central Florida. It is a member of the State University System of Florida and traces its historical origins to 1853. The University of Florida is one of 62 elected member institutions of the Association of American Universities (AAU), the association of preeminent North American research universities, and the only AAU member university located in Florida.

The University is accredited by the Southern Association of Colleges and Schools (SACS). It is the eighth-largest single-campus university in the United States, with 52,866 students enrolled for the fall 2017 semester. The University of Florida is home to 16 academic colleges and more than 150 research centers and institutes. It offers multiple graduate professional programs and administers 123 master's degree programs and 76 doctoral degree programs in 87 schools and departments.

UF's mission is to enable its students to lead and influence the next generation and beyond for economic, cultural, scientific, and societal benefit. The University welcomes the full exploration of its intellectual boundaries and supports its faculty and students in the creation of new knowledge and the pursuit of new ideas.

In 2018, U.S. News & World Report ranked Florida as a top-10 U.S. public university. UF's quest to become a top-10 public research institution officially began in 2013, when the State Legislature designated it a preeminent university and provided special funding. UF has since used this funding to hire more than 100 senior leading faculty from around the world. Earlier this year, the University announced a plan to increase the faculty by an additional 500 members to continue to enhance research excellence and reduce class sizes. In line with this growth, UF recently a significant capital campaign, *Go Greater!*, with the goal of raising \$3 billion, the public phase of which launched in October of 2017.

Many UF researchers have cited the school's exceptional breadth of disciplines and the numerous opportunities for collaboration as key factors in their decision to come to the University. UF is one of only six universities in the country with colleges of law, medicine, engineering, agriculture and veterinary medicine on one campus. Outstanding students, faculty, programs, facilities, and scholarship opportunities have made UF one of the nation's best universities, public or private.

The Harn Museum of Art

The Samuel P. Harn Museum of Art is an integral part of the University of Florida. Since its opening in 1990, the Museum has collaborated with University, community, and international partners to inspire, educate, and enrich people's lives through art. Furthermore, the Museum brings the joy of experiencing great works of art to diverse audiences through relevant and enlightening art collections, exhibitions, and learning opportunities, which are offered free of admissions charge.

The Harn Museum was named in honor of Samuel Peebles Harn, whose family made the founding gift for the Museum's construction, pledging more than \$3 million. Since its initial opening, the Museum has undergone several dramatic and exciting expansions.

In 2000, the David A. Cofrin family made a gift to fund an 18,000-square-foot addition for contemporary art. Completed in October 2005, the Mary Ann Harn Cofrin Pavilion was named in honor of the daughter

of the late Samuel P. Harn. This addition, featuring 6,500 feet of exhibition space, added both classroom spaces and the Camellia Court Cafe to the Museum. Most recently in 2012, the Museum opened a 26,000-square-foot addition, The David A. Cofrin Asian Art Wing, dedicated to the exhibition, storage, and conservation of the Museum's extensive collection of Asian art.

The Harn's collection totals more than 11,000 objects including distinctive strength in African, Asian, modern and contemporary art, and photography, as well as significant representations of Ancient American and Oceanic art and a growing collection of works on paper. With more than 2,000 objects, the Harn's Asian Collection covers a vast geographic area, from central Asia in the west to Japan in the east, and from China in the north to the southernmost points of India and Southeast Asia.

The Harn Museum's African Collection features more than 1,000 works that illuminate the diversity and historical depth of Sub-Saharan African art. The Modern Collection comprises nearly 1,000 works of art representing Europe and the Americas and is especially strong in American landscapes, urban and social realist themes, and WPA prints. The Contemporary Collection encompasses nearly 1,500 objects of international art in all media created between 1945 and the present. Furthermore, the Harn's Photography Collection includes more than 2,000 works representing many noted photographers such as Robert Frank and Irving Penn, as well as diverse influential contemporary artists such as Rineke Dijkstra, Cindy Sherman, Jerry Uelsmann, and Alan Sekula.

The Harn Museum of Art is a dynamic leader among public university art museums, and plays a major role in the educational mission of the UF. The Museum offers active engagement with the visual arts in a welcoming environment for diverse audiences. Through academic leadership and collaboration with UF faculty and students, the K-12 school system and other local partners, and the international art community, the Harn provides relevant and engaging art-centered programs that reflect global cultures, human history, and current events.

Exemplary collections and innovative exhibitions invite dialogue about regional, national, and international issues, fostering critical thinking and sparking creativity. The Harn employs new technologies that reach wide audiences and enhance their encounters with great works of art.

The Harn has defined clear goals to help further the Museum's status as a twenty-first century institution. Going forward, it plans to focus on collaborations and partnerships within UF and regionally and internationally; foster a sense of belonging and ownership among broad and diverse audiences; create relevant and engaging exhibitions; and drive innovation through technologies such as cell phone tours and free online memberships.

The Harn is an 112,800-square-foot-facility, which includes 40,400 square feet of exhibition space, five garden spaces, a 250-seat auditorium, study center, museum store, café and classroom spaces. The museum currently has a budget of \$4 million and staff of 60.

The Broader Arts Community

The University of Florida celebrates a vibrant arts scene. Established in 1975, The College of the Arts offers bachelor's, master's and Ph.D. degree programs in its three fully accredited schools — the School of Art and Art History, School of Music, and School of Theatre and Dance. More than 100 College faculty members and more than 1,220 students work together daily to engage, inspire, and create. The College hosts more than 300 performances, exhibitions, and events each year. Faculty and students also exhibit and perform at other local, national, and international venues.

The College is also the home to the Center for Arts in Medicine, which provides a framework for interdisciplinary collaboration among University of Florida faculty and students, healthcare providers, clinical artists, and both local and global communities. Alongside the Center, UF's Digital Worlds Institute is on the cutting edge of digital arts and sciences — combining arts, communications, engineering and science, with a focus on advanced media systems. The Harn Eminent Scholar Chair in Art History provides visibility and resources, and the MFA Program in Creative Writing in UF's Department of English is a longstanding part of the local arts community.

The Center for World Arts (CWA) also links local and global communities by recognizing the diverse and interconnected nature of the contemporary world, and tests new paradigms of research, curriculum, cultural programming, and public outreach. The CWA seeks to integrate a socio-artistic aesthetic into practice and study of the arts, exploring issues of identity, migration, race, gender and privilege through the lens of the arts. Further, the center for Arts and Public Policy at UF provides a forum for the discussion and analysis of arts and public policy issues, including community and civic engagement through the arts, arts advocacy, the arts in education, and the economic impact of the arts. These innovative and dynamic programs exemplify the passion for the arts at UF.

Three dedicated spaces on campus host exhibitions. The University Gallery provides the greater Gainesville community with a trans-disciplinary, contemporary venue that explores new directions in visual art. Additionally, the Gary R. Libby Gallery presents art exhibitions organized by graduate student curators, in conjunction with the director of the galleries. Lastly, the Constance and Linton Grinter Gallery of International Art presents exhibitions organized by graduate student curators, which allows students to learn experientially about curation and exhibition design, and visitors to experience art and artifacts from across world cultures.

The Cultural Plaza

The Harn serves as an essential partner to two other landmark institutions on campus which, together comprise UF's Cultural Plaza. The Florida Museum of Natural History — which is both UF's oldest museum and the State of Florida's natural history museum — is recognized as a leading authority in biodiversity and cultural heritage, using its expertise to advance knowledge, solve real world problems, and impact public policy and perception. The Florida Museum, with over 40 million specimens and objects, is one of the largest natural history museums in the nation, and its director Doug Jones currently serves as the Chair of the Board of the American Alliance of Museums (AAM). An engaging hub for teaching and learning science, the Museum has been particularly successful at utilizing research collections and making them accessible to diverse audiences, demonstrating relevance in their daily lives.

The University of Florida Performing Arts was formed in September 2000 when the Phillips Center and the newly-dedicated Baughman Center united. In April 2001, University Auditorium became part of the program as well. Today, UFPA presents programs in the Phillips Center, University Auditorium, the Baughman Center, Squitieri Studio Theatre, as well as the Stephen C. O'Connell Center. UFPA is dedicated to bringing world-class performers that reflect the diversity of Gainesville and its surrounding areas. While some of the artists coming this season will perform on the stage, many will also take their talents directly onto campus and into local schools as part of UFPA's growing education outreach program.

The Role

Reporting to the Provost, the Director of the Harn Museum of Art will be the energetic leader of the University's art museum. The Director plans and leads all Museum activities and operations and is responsible for the Museum's artistic direction, collections, and educational programs.

The Director will articulate a curatorial vision for interdisciplinary exploration manifested in compelling exhibitions. They also serve as a champion for the Harn in local, regional, national, and international outreach, including cultivating relationships and establishing a funding base through individuals, foundations, and corporations to support the Museum's programs. With a commitment to cross-campus collaboration, the Director will establish credibility with the faculty and relate intellectually to diverse fields of study. The Director must be an engaging leader adept at building relationships with a wide range of constituents including students, faculty, community members, donors, and with regional, national and international partners and collaborators. The Director will need to understand and pursue opportunities possible in the academic environment created by a robust network of partners across campus, and the Cultural Plaza in particular.

The Director will provide leadership, vision and long-range strategic planning for the Museum's financial stability, programmatic excellence and continued growth and success. They are responsible for developing and presenting the annual budget for the Provost's approval. They establish, interpret and communicate Museum policies and goals. This individual leads a seasoned team of museum professionals, including the following direct reports: Director of Finance and Operations, Director of Education, Chief Curator, Director of Marketing and Public Relations, Registrar, Director of Development, and Assistant to the Director. The Director meets weekly with the Dean of The College of the Arts, attends regular meetings with other directors and department chairs, as well as annual appraisals and conferences with the Provost as needed.

Essential functions of the role include:

- Works closely with the Director of Development, the University's Vice President of Development and Alumni Affairs, and the University of Florida Office of Advancement on all Museum fundraising activities. Actively solicits outside private support. Cultivates gifts and bequests as well as relationships with past, current, and new funding sources. Works to establish new funding relationships among individuals, foundations, and corporations by making in-person solicitations. (45%)
- The Director has responsibility and decision-making authority for the overall management of the Harn Museum of Art, including its physical, human, and financial resources as well as its programs and future growth and development. Ensures the Museum is in compliance with laws and regulations as it relates to collections, collecting activities, financial, and other related matters. Provides the leadership, vision, and long-range strategic planning for the Museum's financial stability, programmatic excellence, inclusiveness and equity, and continued growth and success. (15%)
- Takes a proactive approach as spokesperson for the Museum. Represents its goals and possibilities to a national audience, the University community, and throughout the region to establish productive relationships with collectors, the business community, faculty, and students to generate enthusiasm, participation, and support. (10%)

- Selects and maintains a highly qualified and motivated professional staff, delegating specific responsibilities and appropriate authority to staff. Communicates clearly and effectively to ensure that departmental strategies are integrated, coordinated, and consistent with the Museum's policies. (10%)
- In communication with the Dean of The College of the Arts, and other UF deans, directors and chairs, explores opportunities for collaborative programs, drawing on their knowledge and expertise. (5%)
- Works closely with the curatorial and education staffs to develop original exhibitions from the Harn Museum of Art's collections, identify and secure important incoming traveling exhibitions, and plan public programs that are of the highest quality. Creates the framework and establishes the links that will enable the institution to expand its education and public programs to reach out widely to disparate audiences and a broad constituency regionally and nationally. (5%)
- Demonstrates an aptitude for sound fiscal management and works with the Director of Finance and Operations to ensure that proper financial controls are in place. Develops and presents the annual budget/program review for the Provost's approval. (5%)
- Maintains standards promoted by the American Alliance of Museums. (5%)
- Expected to work variable hours based on Museum and fundraising activities. Involves evening and weekend hours, and extensive travel. Has access to highly confidential information from prospects, donors, alumni, corporations and foundations.

Candidate Profile

The successful candidate will have strong museum experience that has yielded in-depth knowledge of curatorial practice and exhibition planning, education programming, operations, fundraising, public relations and/or marketing, and budgetary management. The ideal candidate will have management experience based on a collaborative work style and team-building skills.

The candidate will be energetic, intrinsically motivated, and a self-starter. They will have demonstrated excellent communication and presentation skills and the ability build trusted and collegial relationships with diverse partners and stakeholders. This person will have demonstrated commitment to inclusiveness and equity. This individual will have an international perspective and interdisciplinary approach that invites collaboration broadly. They will possess the ability to establish credibility with the faculty and relate intellectually with a wide range of disciplines across the University. The successful candidate should possess at least a master's degree in art history, studio art, or other relevant field or research area (PhD preferred).

In terms of the performance and personal competencies required for the position, we would highlight the following:

Setting Strategy

- The ability to create and articulate an inspiring vision for the Museum. An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the Harn and push the boundaries within the field.

- The ability to effectively balance the desire for continued innovation with an understanding of how much change needs to happen in the unique context of this institution and the University. Creates realistic goals and implementation plans that are achievable and successful.

Executing for Results

- The ability to set clear and challenging goals while committing the organization to excellent performance. Comfortable with ambiguity and uncertainty. The ability to adapt nimbly and lead others through complex situations.
- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions. The ability to act in a transparent and consistent manner while always taking into account what is best for the organization.

Leading Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance. Widely viewed as a strong developer of others, enabling the curators' and staff's creativity.
- The ability to persevere in the face of challenges, and exhibit a steadfast resolve and relentless commitment to high standards which commands respect from followers.
- A leader who is self-reflective and aware of their own limitations. Leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Relationships and Influence

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership in others through compelling influence, charisma, passion in their beliefs, and active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- A comfortable and effective fundraiser, capable of engaging and inspiring current and prospective supporters of the Museum nationally.

The University of Florida is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, gender identity and expression, marital status, national origin, political opinions or affiliations, genetic information and veteran status in all aspects of employment including recruitment, hiring, promotions, transfers, discipline, terminations, wage and salary administration, benefits, and training.

NOTE: This position is subject to federal and state privacy regulations, and is responsible for meeting the requirements of the rules of University of Florida, 6C1-3.002 finance and administration; payment to vendors; payment processing guidelines, as amended, regarding the approval and/or processing of vendors' invoices and/or distribution of warrants to vendors.

The successful candidate will be required to undergo a background verification process, including reference checking and a criminal background check. Florida law requires that all documents related to the search process, including letters of application/nomination and reference, be available for public inspection if requested.

POSITION NUMBER: 00008679

Contact

Russell Reynolds Associates has been exclusively retained for this search and prospective candidates are invited to contact RRA directly at HarnMuseum@russellreynolds.com.