

## Position and Candidate Specification



Museum of Fine Arts, Boston

### Chief Operating Officer

**PREPARED BY:**

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July 2021  
Assignment: 15463-003

As one of the world's renowned art museums, the Museum of Fine Arts, Boston (MFA) boasts a collection that spans nearly all cultures and time periods. The original MFA opened its doors to the public in July of 1876 with 5,600 works of art.

Today, the MFA is recognized for the quality and scope of its collection, exhibited in more than 140 galleries, which includes Art of the Americas; Art of Europe; Contemporary Art; Art of Asia; Art of Africa and Oceania; Art of the Ancient; Prints and Drawings; Photography; Textile and Fashion Arts; and Musical Instruments. Today, in addition to this collection that now encompasses nearly 500,000 works of art, the MFA is a lively social destination that offers concerts, films, and lectures while also serving as an important community and learning resource for schools, families, and visitors near and far. In recent years, the MFA has welcomed more than 1.2 million visitors each year, and in FY 2019 the museum saw more than 1.3 million visitors, a level of attendance not seen at the MFA since 1999.

The MFA's mission is to collect and preserve its collections thoughtfully and share the works of art in the museum with Boston and beyond while creating and providing engaging and memorable experiences. While the museum is deeply rooted in the Boston community, it is an international institution with programming and research partnerships throughout the world. This is all possible through the efforts and dedication of the MFA's talented staff, volunteers, donors, members, and community partners. The MFA culture is built on collaboration, generosity, trust, and service.

The MFA's most recent strategic plan, MFA2020, has served as a catalyst for undertaking a broad range of projects through a strong spirit of collaboration. Initiatives are designed to deepen the MFA's connection to its current audience while expanding and engaging with new and diverse communities to make it a more inclusive museum where everyone feels they belong. Many projects mark new opportunities for the museum while others are expansions of successful programs. All are designed to actively cultivate conversation, engagement, connection, and understanding through art, both externally for visitors as well as internally for staff.

## FINANCIAL AND OPERATIONAL HIGHLIGHTS

### Key Facts

- \$1.2B Net Assets
- \$717M Endowment
- \$163M Total Revenues and \$88M Operating Expenses (FY19)
- \$100M Outstanding Debt
- Major Revenue Streams (FY19) as percentage of Total Program Revenue
  - Endowment Income and Trust Income: 34%
  - Admissions and Membership: 19.9%
  - Parking, Food Service and Retail: 14%
  - Programs, Education, Adult and School Groups: 3.4%
  - Rent, Touring and Intellectual Property: 13.7%
  - Private Support (Operating Philanthropy): 15%

## THE OPPORTUNITY

Reporting to and serving as a key strategic partner to the MFA Director, the Chief Operating Officer (COO) will provide strategic and operational leadership to advance the mission of this venerable, comprehensive art museum. A creative, deft problem-solver who demonstrates the ability to approach challenges in new ways, the COO has a track record of thinking strategically and collaboratively about future opportunities and developing innovative solutions. The COO will have the leadership experience, management abilities and operational acumen to ensure that the vision and strategy of the Director and his leadership team become the reality at the institution. At the institution level, the COO will develop processes, procedures, and systems to support the smooth running of the museum, to optimize the strategy and operations, and to drive sustainable efficiency and growth. The COO will also support timely, informed decision-making that enables the team to move from ideation to plans to execution to impact/value. The COO is responsible for partnering with other members of the senior leadership team to elevate the experience of all visitors to the museum and to drive revenue. The COO demonstrates a respectful, collaborative, empathetic and energetic style in working with the Director, members of the leadership team, and the entire staff.

## KEY RELATIONSHIPS

<b>Reports to</b>	Matthew Teitelbaum, Ann and Graham Gund Director
<b>Direct reports</b>	Director of Member and Visitor Services Food and Beverage Services Director of Facilities Director of Human Resources Director of Retail Operations Director of Protective Services Senior Director, Intellectual Property and Business Development
<b>Other key relationships</b>	MFA Board of Trustees and Board of Advisors Deputy Director and CFO Patti and Jonathan Kraft Chief of Learning and Community Engagement Chief Development Officer Interim Head, Exhibitions Chief of Staff (vacant) Director of Special Projects, Government Affairs Liaison & MFA Safety Office Director of Collections

## KEY RESPONSIBILITIES

- Work with the Director to develop the museum's strategic goals and objectives and lead overall implementation of plans across the organization in collaboration with the executive team.
- Develop, communicate, and implement business strategies, plans and procedures.
- Define, measure, and manage comprehensive goals for performance and growth across the institution, ensuring that the museum optimizes its assets; responsible for meeting revenue targets for areas within the COO portfolio.
- Advise the Director and members of the senior leadership team on all operational matters; in partnership with the CFO, ensure that the financial implications of decisions are explicit, and the budget is met.
- Communicate and present operational information at select board and committee meetings.
- Define, direct, and lead the implementation of organizational policies, internal controls, standards, and procedures consistent with the goals and culture of the organization.
- Oversee daily operations and the work of functional department heads.
- Foster a workplace culture that is inclusive and allows employees to maximize their performance and engagement.
- Evaluate organizational performance by defining and interpreting key performance indicators.
- Lead optimization of net revenues across all revenue-generating areas.
- Contribute to expansion activities.

## IDEAL EXPERIENCE

- Minimum of eight years proven experience as COO or relevant, increasingly responsible leadership experience in a comparably complex environment; museum experience is a plus.
- Exceptional business and financial acumen and experience managing operational functions. Discipline and focus in setting ambitious but realistic priorities, meeting, or exceeding goals.
- Superior management skills; strong mentoring, coaching experience to a team with diverse levels of expertise.
- A track record of success building relationships of trust, respect and credibility with senior leaders, board members and staff.
- Demonstrated commitment to and a record of success in fostering an inclusive, equitable culture and environment where all feel a strong sense of belonging.
- Experience leveraging data, performance metrics and technology to drive decision-making and enhance organizational performance.
- Experience leading a staff that is utilizing technology to improve services, customer experience, generate revenue and/or create innovative content.
- A deep appreciation for the arts and experience with and commitment to the mission and culture of a vital cultural institution.
- A bachelor's degree is required; an advanced degree in a relevant field is preferred.

## CRITICAL LEADERSHIP CAPABILITIES

### Strategic Leadership

In a dynamic institution that is charting its course for the next decade, play a leadership role in building upon the visitor-focused strategic framework established by MFA 2020, ensuring the alignment of human, financial, and physical resources as the museum continues its evolution:

- Work closely with the leadership team to develop collaborative, transparent processes for prioritizing activities, allocating resources, delivering results, and communicating to the community.
- Provide leadership that explores innovative solutions that will enable and encourage the ambitions of the organization. Be bold, strategic, and imaginative in considering multiple ways to meet objectives.
- Bring analytical rigor and creativity to strategic problem-solving and priority-setting.

### Operational Execution

In a complex organization with high expectations and opportunities, the next COO will oversee a range of operational units and drive accountability, creativity, effectiveness, and responsiveness:

- Assess key operational systems and processes rigorously to ensure full support of the museum's mission and create an environment where continuous improvement, process assessment, and change are expected.
- Consult broadly, question assumptions, establish practices and implement systems to support, measure, and reinforce high performance.

- Ensure that all operations are executed in a manner that reflects the MFA's deep commitment to racial and social justice, and affords a welcoming, inclusive environment for all visitors and staff. Serve as a strong voice on the senior team for keeping this unwavering commitment among the museum's highest priorities throughout the enterprise.
- Create and enhance structures and systems that support collaboration, are nimble and create a proactive, visitor-focused culture.

### **Engagement and Communication Skills**

As the senior operational leader and key strategic adviser to the Director in an organization where people are deeply committed to the mission, develop the relationships across and beyond the museum essential to effective partnership:

- Convey a deep appreciation and solid understanding of the MFA's pursuits, and ensure that supporting the mission is fundamental to all decision-making.
- Form strong relationships with the members of the board, the leadership team, and staff throughout the museum and have the ability to influence, inspire and engage direct and indirect reports.
- Be a visible, engaged member of the MFA community who listens carefully, communicates honestly and transparently.
- Be a model, coach, and mentor; attract, develop, and retain excellent financial and operational talent.

### **OTHER PERSONAL CHARACTERISTICS**

- Exemplary people skills and emotional intelligence.
- Entrepreneurial, results-oriented team player who can multitask.
- Energetic, flexible, collaborative, and proactive.
- Exceptional written, oral, interpersonal, and presentation skills.
- Excitement about the MFA's role as a vital presence in the city's cultural life. Eagerness to engage in the local community and participate in the life of the city.

### **THE SEARCH PROCESS**

The Museum of Fine Arts, Boston has retained Spencer Stuart to support the search for the next Chief Operating Officer. If you wish to submit your own application materials or nominate a candidate for this position, please send an email message with supporting materials to: [MFACOO@spencerstuart.com](mailto:MFACOO@spencerstuart.com).

The MFA is an equal opportunity employer. The community and audience we serve is diverse, and we wish to foster that diversity in our workplace. Toward that end, the MFA does not discriminate against individuals in hiring, employment or promotion on the basis of race, religion, color, sex/gender, gender identity and gender expression, age, marital status, national origin, sexual orientation, citizenship, handicap or disability, veteran or military status, political belief, pregnancy, genetic information, or any other characteristic protected by law.