

(This search was completed in August, 2000, with the appointment of Richard Rutledge, Administrator of the National Society Daughters of the American Revolution (DAR) in Washington, DC.)

Job Announcement

The Phillips Collection Chief Operating Officer

(Posted: July 1, 2000)

The Phillips Collection in Washington, DC, is looking for a seasoned manager to serve as chief operating officer (COO). This is an exceptional opportunity for an individual to oversee the “business side” of the museum—specifically the departments responsible for financial management, human resources, information technology, facilities management, security, and the museum’s retail shop and café. The Phillips Collection invites applications from candidates with the skills and experience described below. Applications will be accepted until the job is filled.

The Museum

The Phillips Collection is one of the most respected and beloved modern art museums in the world. Founded in 1921 by Duncan Phillips, it was the first museum in the United States devoted to modern art. The museum began in Duncan and Marjorie Phillips’ home, an 1897 brownstone near Dupont Circle, which continues to be the museum’s locale. The collection includes paintings by the greatest artists of the modern period, including Renoir (whose “The Luncheon of the Boating Party” is perhaps the museum’s most famous piece), Degas, Picasso, O’Keefe, and Rothko. A recent major retrospective of the great French artist and political satirist Honoré Daumier attracted tremendous acclaim for the unique role the museum plays in Washington’s and the nation’s cultural life. A challenging schedule of such major exhibitions is critical to the museum’s intellectual life as well as its financial health.

The Phillips Collection is a private, nonprofit organization (and not part of the Smithsonian Institution, which oversees many of Washington’s other great museums). It has a staff of 71 fulltime-equivalent employees. The operating budget for 2000 is \$7.5 million. Revenue comes from diverse sources, including admission fees, grants and contributions, membership dues, gift shop and restaurant sales, and investment income from an endowment, whose current market value is \$16 million.

The museum is governed by a 30-person board of directors. The director (CEO) of the museum is Jay Gates, who was director of the Seattle Art Museum and the Dallas Museum of Art prior to joining the Phillips in 1998.

For more information about the museum, please go to <http://www.PhillipsCollection.org>.

The Position and its Principal Responsibilities

Under the new leadership of museum director Jay Gates, the Phillips Collection anticipates significant growth over the coming years. To manage this growth, and to enable the director to focus his attention on exhibitions, education, fundraising, and external relations, the museum has created this new position of chief operating officer to oversee the museum's financial management, human resources, management information systems, building operations, and the museum shop and café, all of which will continue to be directed by talented professionals with strong expertise in their areas of responsibility and, in many cases, extensive experience at the museum. The COO will have special responsibility to insure that these key functional areas work in a carefully coordinated way, as well as insuring that they adopt new systems and procedures whenever such change is required to support the museum's growth.

Key responsibilities include:

1. Converting the recently completed strategic plan into annual operating plans that include detailed financial plans—and then insuring that these plans are implemented.
2. Significantly improving the organization's human resource management, which will include a thorough review of the museum's benefits program. (The HR position is currently open.)
3. Working closely with the new director of finance to insure that the board and senior staff are getting financial reports that are accurate, timely, and useful.
4. Working closely with the director of operations to insure that the museum's likely acquisition and renovation of an adjacent building are done on schedule and within budget.
5. Working closely with the information technology manager and exhibition and education staff to insure that the museum is taking maximum advantage of new information technologies, especially Internet-related.
6. Working closely with the director of marketing and business activities to insure that the museum shop and café are profitable and high-quality enterprises.

Desired Skills and Characteristics

As the person leading the business side of the Phillips Collection, the chief operating officer should be:

1. Capable of developing, motivating, and supervising senior staff who have highly specialized knowledge of their areas of responsibility.
2. A person with enough maturity, confidence, and presence to be able to work effectively with board members who have sophisticated business and financial backgrounds.
3. A self-starter who has enough energy to keep pace with a fast-moving, visionary chief executive.
4. Sophisticated in understanding how to take advantage of new developments in computer technology, not only for internal operations, but also for ways that support the museum's exhibitions and education program.
5. Deeply familiar with facilities management, including the purchase and renovation of new space.

6. Adept in working with and analyzing financial information and other quantitative data.
7. Knowledgeable about human resources management so that the museum attracts and retains first-rate talent throughout the organization.
8. Instinctively entrepreneurial to find better ways to achieve the organization's goals, and savvy enough to know how to introduce and implement change within an organization of the Phillips Collection's size and complexity.
9. Attentive to detail and consistently thorough.
10. Appreciative of the public mission of the Phillips Collection.
11. Collegial. The chief operating officer must have a personality and work style that insures that the internal atmosphere will remain open and collaborative.

Desired Experience

The ideal chief operating officer will have the following experience:

1. At least 10 years of broad-based senior management experience at an organization with revenues of at least \$10 million.
2. Experience introducing change and improvement in an organization undergoing rapid growth.
3. A track record of achievement in at least two of the following key areas: financial management, human resources, information technology, and facilities management.
4. A graduate degree in a management-related field, e.g. master's in business administration, nonprofit management, or association management.
5. Experience working at a museum or other nonprofit organization is desirable, but not required.

Compensation

Salary will be commensurate with experience and qualifications, and competitive with COO positions at other Washington-based nonprofit organizations of comparable size. The museum offers a generous benefits package—and the opportunity to see great art every day.

To Apply

Please **e-mail or mail** a: 1) cover letter, 2) resume, 3) email address, and 4) three-year salary history (which will be held in strict confidence) to:

Larry H. Slesinger
 Slesinger Management Services
 5809 Augusta Lane
 Bethesda, MD 20816
 Tel.: 301-320-0680
 E-mail: LSlesinger@erols.com (attached files in Microsoft Word only)

(This job announcement can also be found at <http://www.SlesingerManagement.com>.)

The Phillips Collection is an Equal Opportunity Employer.