

**INVITATION TO APPLY FOR THE POSITION OF**  
**CHIEF ADVANCEMENT OFFICER**  
**NATIONAL MUSEUM OF WILDLIFE ART OF THE UNITED STATES**  
**JACKSON HOLE, WYOMING**

**SUMMARY**

The National Museum of Wildlife Art of the United States (NMWA) seeks an experienced advancement professional with a proven track record of success to bring the development activities of the Museum to the next level of sophistication and effectiveness. The Chief Advancement Officer will join a strong Museum that has expanded its reach and reputation in spite of a difficult economy and unexpected facilities renovations. Over the past three years, with the benefit of careful portfolio management and a generous bequest, the Museum's endowment has nearly doubled to \$19 million. It has also circulated and developed major exhibitions and produced significant new publications. It occupies an architecturally impressive building on a breathtakingly beautiful site.

To build on these achievements, the Museum is executing a four-point strategic plan to build the collection, create a surpassing visitor experience, grow its endowment and earned revenue, and renovate interior facilities to better organize public and work spaces to serve audience and program needs.

NMWA was established as a fine art museum in 1987, initially based on the art collection of its founders. Its mission is to enrich appreciation and knowledge of humanity's relationship with nature, focusing on the highest quality wildlife art. The Museum enjoys extraordinary leadership from both its staff and its Trustees, many of whom are prominent in their fields, dedicated to the institution, active and generous. The Museum employs 33 people, receives an average of 75,000 visitors per year, and has an annual budget of \$4.6 Million.

NMWA is located in Jackson Hole Wyoming, a vibrant outdoors and arts community. Three major arts organizations plus numerous art galleries and events have made it an arts destination. In addition, Jackson Hole offers an extraordinary array of both summer and winter activities and provides easy access to Yellowstone and Grand Teton National Parks. Many families and individuals including celebrities, CEOs, and politicians make Jackson Hole their part time or full time residence. The affluence in this region has resulted in outstanding infrastructure including an excellent public school system.

The Chief Advancement Officer, working closely with the Museum Director and leading Trustees, will undertake a \$50 million capital campaign, manage a portfolio of major and leadership donors, oversee all development and membership operations, and participate in Museum leadership with other senior managers. The ideal candidate will have an appreciation for art, wildlife and the outdoors, and will have: at least six to ten years experience as a senior development professional; a demonstrated track record of building programs, effecting change, raising money and managing a team; the ability to think creatively and to strategically develop relationships with people from all walks of life. Experience with creative structuring and management of a capital campaign will be particularly important. This position represents the opportunity to make a significant difference to a Museum of exceptional quality with a growing national presence.

**THE NATIONAL MUSEUM OF WILDLIFE ART OF THE UNITED STATES**

NMWA is unique among American art museums, distinguished by its mission and location. With a collection exceeding 5,000 works of art, the Museum strives to enrich and inspire public

appreciation of fine art and humanity's relationship with nature by focusing its exhibitions and programs on wildlife from around the World.

The Museum was originally based on a private 30-year collection of wildlife art belonging to one of its founders. Today, as social awareness of the environment and wildlife has increased, the art collection has an important role to play in promoting these issues and elevating the status of wildlife art both nationally and internationally. The Museum's collections have expanded greatly beyond the original collection through acquisitions and gifts.

The founding board of trustees chose Jackson Hole as the Museum's home because they recognized that its art collection, coupled with the abundant natural resources of its setting, would provide educational opportunities not available elsewhere in the United States.

Initially, the Museum was located in the center of the Town of Jackson. By 1992, it had outgrown its premises. A capital campaign was launched to raise \$10 million for a new facility and \$2 million for operating endowment. In September 1994, NMWA opened its new facility, a beautiful and extraordinary state of the art building designed by the noted firm Fentress Architects, nestled into a hillside on the main highway from Jackson to Grand Teton and Yellowstone National Parks. True to the mission and ideals of the founders and members of the Board of Trustees, the new facility was designed to blend into the surrounding landscape. All building debt was retired by 2006. In 2008, the 110<sup>th</sup> Congress passed a law designating the Museum as the "National Museum of Wildlife Art of the United States." In 2011 the Museum had to make major exterior renovations to the building costing \$5 million. Funds were generously donated by trustees and a few other key donors and the renovation was completed without incurring any debt. The Sculpture Trail designed by award-winning landscape architect Walter Hood is the Museum's newest outdoor art venue. Hood's three-quarter-mile design places sculpture against a striking Gros Ventre Mountain Range backdrop, overlooking the National Elk Refuge and includes a naturally sheltered amphitheater near the museum entrance for programs and presentations. In time the Sculpture Trail will feature over thirty permanent and temporary works of art beautifully integrated into the landscape.

The 51,000 square foot facility is comprised of 12 exhibition galleries, an interactive gallery for children, a conference room, two full-sized classrooms, a 230-seat auditorium, a gift shop, café, members' lounge, curatorial/conservation laboratory, library/archives, and administrative space. The Museum has become an important educational center and gathering place for the Jackson Hole region.

## **COLLECTIONS**

The Museum's collection represents works depicting wild animals by many of the foremost artists in North America and Europe, artists whose work is featured in other major museum and private collections. Collections span a broad period of time dating from 2000 B.C. to the present.

The collection of American art from the nineteenth and twentieth centuries is particularly strong, recording European exploration of the American West by such artists as Carl Rungius, John J. Aubudon, Karl Bodmer, Robert Bateman, Albert Bierstadt, Charles Russell, Pablo Picasso, and William Merritt Chase. Many of these works predate photography, making them vital representations of the frontier era in the history of the United States. Artists from a wide variety of genres are represented, including explorer and sporting art, Romanticism, Realism, Impressionism, and Modernism. Recent important acquisitions have expanded the styles and time periods represented, including artists such as Joseph Stella, Georgia O'Keeffe, Andy Warhol, Walton Ford, and Penelope Gottlieb.

## EDUCATION

NMWA is dedicated to providing diverse, multi-disciplinary programs and year round educational opportunities for children and adults. It offers K-12 school programs in several formats that serve nearly 8,000 students annually: curriculum-based lessons; artist-in-residence programs; an annual School Art Spectacular exhibition; tours; festivals; and online activities. In recent years the Museum has sponsored state-wide art-making competitions that benefit high school art programs. NMWA adult programs incorporate a wide range of activities including docent-led tours, lectures, films, seminars, performances, book discussions, and residencies.

WildlifeArt.org, the dedicated website for the National Museum of Wildlife Art, had a complete redesign in November, 2016. An E-Commerce component for admission tickets, shop sales, memberships, and donations was added during the redesign. Among online sales, current event and membership information, and a blog, the website also allows viewers to explore the Museum's collection. With the addition of Emuseums, NMWA is pushing to increase the number of pieces of artwork and artists available to the general public through its website.

WildlifeArt.org attracts roughly 10,000 visitors each month, with 140,000 total visitors in 2017. The Museum is also active in various social media platforms including Facebook, Twitter, Instagram, Pinterest, and travel sites like TripAdvisor. Between our main social media outlets, the Museum reaches nearly 25,000 people through regular outreach.

The National Museum of Wildlife Art launched a new app in March 2016, using the app platform, Cuseum. Cuseum is a Boston-based company focused on mobile technology for the art and cultural sector. When the app initially launched, included the *Sculpture Trail Tour* was the only tour in place. This tour is an interactive, comprehensive view of all current outdoor sculptures, and uses location services on the mobile device to help visitors navigate. Expanded content now includes: *Saving a Species*, *Rungius Letters*, and *The Studio Project* tours. 5,000 visitors downloaded the app in 2017.

Explore the National Museum of Wildlife Art online at [www.wildlifeart.org](http://www.wildlifeart.org).

## STRATEGY AND THE FUTURE

The Museum has made great progress, securing and promoting a formerly neglected body of work by significant American wildlife artists, most prominently Carl Rungius and Bob Kuhn. Nevertheless it has also reached a plateau in the development of audiences, funding, and national engagement where any future expansion must result from new strategies and forms of communication. Traditional museum exhibits and programs will evolve towards more flexible, participatory, and networked social media platforms. Outreach in the form of traveling exhibitions, social media, and collaborative efforts with museums and other organizations will allow engagement beyond the immediate geography of Jackson Hole.

In similar fashion, fundraising for the Museum will operate on the assumption that a national and international community exists that will support our work, a community that requires contacts and targeted, purposeful cultivation. The Museum's greatest supporters have been people who are passionate about animals, the outdoors, and the environment, and who also understand the significant role played by art and artists in human perceptions of these subjects. Reaching out to identify new supporters with similar understanding will provide a focus for donor cultivation and development.

In 2016 the Board of Trustees approved a four-point strategic plan that incorporates the following elements:

- I. Increase Museum Financial Capacity

- II. Strengthen Museum Operations
- III. Enhance the Visibility and Quality of the Permanent Collection
- IV. Increase Visitor Attendance and Expand Experience to Better Connect People, Art, and Wildlife

## **LEADERSHIP**

NMWA enjoys extraordinarily dedicated, energetic and generous leadership. The 30-member Board of Trustees enjoys high levels of attendance and participation at its quarterly meetings. Most Trustees are members of other boards and are active, sophisticated, and experienced advisors for the Museum. A majority of Board members tend to live part of the year in Jackson Hole but also reside in locations across the country, giving the Board a truly national feel. The Museum has an excellent leadership team. The senior management team includes experts in art history, education, management and accounting, development and events programming.

## **DEVELOPMENT**

Development staff currently include a Development Associate, Development Coordinator, and a Membership & Database Associate. Together with the Chief Advancement Officer, the Museum Director, and vigorous Trustee leadership from the Development Committee, this small staff has maintained a balanced operating budget and organized an efficient development effort.

Over the past six years contributions, sponsorships, grants, and memberships have contributed an average of over \$2.5 Million to the Museum's \$4.6 Million operating budget, with the balance coming from earned revenue and the proceeds from the \$19 Million endowment. In addition, during the 2009 – 2011 years the Museum raised over \$5 Million to fund an emergency exterior building repair and benefitted from an extraordinary gift of \$3.5 Million to fund construction and maintenance of an outdoor Sculpture Trail. The largest part of these contributions came from Trustees.

Strategic goals for development focus on increasing endowment and membership support for the Museum as well as grants. (Need Update from Margo.

## **JACKSON HOLE**

Jackson Hole is a small, vibrant community, located in a spectacular valley at the base of the Teton Mountain Range. It comprises the Town of Jackson as well as Kelly, Moose, Moran, Wilson and Teton Village. The area has 16,000 inhabitants and approximately 4 million visitors per year. Jackson Hole has an active arts community. There is a range of quality arts and cultural events in the region, examples of which include the annual Fall Arts Festival and The Grand Teton Music Festival, as well as a Center for the Arts that houses some 19 smaller arts organizations.

The area is well known for offering an extraordinary array of outdoor activities from world-class skiing, snowmobiling, backcountry touring and dog sledding in the winter to hiking, rafting, fly fishing, mountain biking and rock climbing in the summer.

Jackson Hole was once a community of ranchers. Today, its residents pursue careers in a broad range of industries including hospitality, tourism, professional services, and construction.

Ninety seven percent of the land in Teton County is publicly owned and conservation efforts by the Jackson Hole Land Trust and The Nature Conservancy to protect open space are taken seriously. As a result, the Town of Jackson has very limited land for development and individuals frequently commute from nearby areas.

The Museum is dedicated to being an active member of the community. The community is proud to have the Museum in its midst and demonstrates its support through membership (about 6% of the local population are members), volunteering, and non-cash support such as donated food and beverages for events, or waived fees for professional services such as market research, accounting, engineering or strategic planning.

For further information on Jackson Hole please see the Chamber of Commerce's website: [www.jacksonholechamber.com](http://www.jacksonholechamber.com)

### **CHALLENGES OF THE POSITION**

The Museum is poised to be a nationally prominent arts institution. The work of the Chief Advancement Officer will be integral to its future success.

The Chief Advancement Officer is a member of the senior management team of the Museum and is responsible for developing, implementing, and managing all aspects of institutional advancement and fundraising programs administered through the development and membership department. The Museum seeks an individual who, in close collaboration with the Museum Director, members of the senior staff, and the Board of Trustees will successfully meet the following challenges:

### **STRATEGIC PLANNING**

- Oversee development activities to accomplish the goals of the Museum's strategic plan
- Create and develop a comprehensive annual development plan which incorporates capital campaign strategies; including timeline and work plans
- Work with the Museum Director, Department Directors, and Board of Trustees, to develop the organization's long term philanthropic and marketing strategies for individual, corporate, and foundation fundraising
- Create strong and collaborative working relationships with Museum senior staff in order to ensure fluid integration of development activities
- Evaluate the Museum's current activities in the areas of major gifts, planned giving, corporate and foundation relations, membership, annual giving, prospect research and stewardship
- Research and identify new revenue sources from public and corporate funds
- Develop and implement a detailed irrevocable deferred giving program including financial goals, timetable, and potential new sources
- Expand the Museum's membership campaign regionally and nationally
- Create and implement an annual operating development budget that supports the Museum's overall operating budget
- Integrate into the Jackson Hole community and maintain a visible and valuable presence
- Establish performance measures, monitor results and help the Museum Director, Development committee(s) and Board evaluate the effectiveness of the organization's fund development program

### **FUNDRAISING**

- Organize and implement a capital campaign to raise approximately \$50 Million for building improvements and enhancement of the endowment
- Create and oversee a successful year-end annual fundraising appeal
- Understand and effectively communicate the case for private and public giving to the Museum

- Actively identify, cultivate, solicit, and steward major gift prospects and donors, creatively strengthening their ties to the Museum, discovering their interests and matching those interests to Museum priorities
- Expand the Museum's current base of philanthropic support regionally and nationally by launching a systematic initiative to identify, cultivate, and solicit previously untapped prospects capable of making major gifts to the Museum
- Research and identify new revenue sources from public and corporate funds. Find ways to attract the attention and resources of large national foundations
- Develop and implement a detailed irrevocable deferred giving program including financial goals, timetable, and potential new sources
- Increase the NMWA's membership base beyond Jackson, while increasing the retention rates regionally and nationally. Increase the retention rate of renewals and survey members to determine their satisfaction levels
- Work closely with the Museum Director, the Chairman of the Board of Trustees, and the Development Committee to establish annual fundraising goals and ensure that projected revenue goals are met
- Solicit and close asks
- Develop agendas and coordinate the participation of staff, trustees, and volunteers in making fundraising and stewardship calls
- Manage a portfolio of top prospects, deepening their ties to the Museum, discovering their particular interests, and crafting giving opportunities. Schedule and arrange on-site and off-site meetings, events, receptions, calls and visits to focus on cultivation and stewardship visits with major private and corporate gift donors and prospects. Solicit these prospects and donors for major gifts and ensure creative and attentive stewardship

#### **VOLUNTEER LEADERSHIP**

- Identify, cultivate and recruit additional development volunteers, building a pipeline of leaders for the Museum's future
- Create avenues for trustees and other volunteers to be involved in the Museum's development agenda. Use their time and resources carefully and effectively to help expand the Museum's prospect pool and to increase gift receipts

#### **MANAGEMENT**

- Manage development and marketing departments with responsibility for hiring, firing, managing and recruiting talent over time to build a high performing teams
- Coach, mentor, and develop staff to achieve their highest potential
- Develop a culture of philanthropy, excellence, learning, and continuous improvement
- Ensure that NMWA has the processes and systems in place to support its fundraising efforts
- Evaluate the current donor database system and provide recommendations for upgrading the system
- Maintain a work-place environment based on mutual respect, candor, and trust, that encourages staff and volunteers to do their best work
- Ensure that NMWA's fundraising and cultivation events are produced to high standards, are appreciated by donors, and are productive for the organization
- Ensure that NMWA's external communications from development are compelling and effective
- Establish personnel accountabilities for development and marketing staff that evaluates performance regularly
- Ensure that appropriate stewardship plans and systems are in place

- With the development committee(s) chair(s), develop agendas for meetings to ensure that the committees can fulfill their responsibilities effectively; develop an annual calendar to cover all crucial development issues in a timely fashion

#### **IMPORTANT RELATIONSHIPS**

- Build strong relationships with Staff, Board of Trustees, donors, and prospects
- Mobilize Board members and senior staff members to be successful relationship builders, fundraisers, and museum ambassadors

#### **Qualifications**

- Six to ten years of demonstrated personal solicitation success at upper levels of institutional advancement, particularly in identifying prospects and in cultivating and soliciting major gifts from those individuals
- The ability to build a program and effect change. A record of successfully designing and stewarding a development program, enhancing the professionalism of a development operation, and expanding the development program's horizon and visibility
- Demonstrated ability to effectively leverage the time of the Museum Director, Trustees and key volunteers in contacts with donors. This includes strong preparation and good judgment about the extent to which cultivation can effectively be staff driven
- The intellectual depth, maturity, wisdom, humor, and collaborative skills to garner the trust and confidence of the Museum Director, the Trustees, and other constituents
- A creative and strategic thinker, able to successfully establish long-lasting relationships with individual, corporate, and foundation donors from all walks of life
- The capacity to be a senior member of the leadership team, contributing to decisions affecting the success of the Museum
- Energy, initiative, and ambition, both personal and on behalf of the Museum's goals.
- Flexibility and the demonstrated ability to juggle numerous projects simultaneously
- Track record of success at building relationships and closing five-, six-, and seven-figure gifts
- Knowledgeable in Non-profit and business planning
- Marketing experience working with Non-profits
- Enthusiasm, ability to take risks, and the courage to speak and act on convictions
- Excellent written and oral communication skills
- Intelligence, ability to learn quickly, and an entrepreneurial spirit
- Strong personal work ethic and unquestioned personal integrity
- Willingness to travel
- Proficient in MS Office, Excel, Word, etc
- CRM experience is required
- Experience in database management – Raisers Edge experience preferred
- Bachelor's degree; advanced degree preferred

#### **COMPENSATION**

Compensation will be competitive and commensurate with the successful candidate's background and experience.

The statements herein are intended to describe the general nature and level of work being performed by employees assigned to this position. They are not intended to be construed as an exhaustive list of all responsibilities, duties, and, skills required of personnel so assigned.

The National Museum of Wildlife Art is an equal opportunity employer and does not discriminate on the basis of race, ethnicity, age, religion, gender, sexual orientation or political orientation. A

deep appreciation for, and an ability to articulate eloquently, the particular mission of the National Museum of Wildlife Art, its aspirations, collection, programs, and the unique experience it provides to the public.

**To APPLY**

Inquiries and applications should be directed to:

Steve Seamons  
Museum Director  
P.O. Box 6825  
Jackson, WY 83002  
[sseamons@wildlifeart.org](mailto:sseamons@wildlifeart.org)  
(307) 732-5416

*The National Museum of Wildlife Art encourages qualified candidates  
from all backgrounds to apply.*