



**Tucson Museum of Art**  
**Jon and Linda Ender Chief Executive Officer**  
**and Director**  
Tucson, AZ

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### The Current Situation and Opportunity

The Tucson Museum of Art and Historic Block's (TMA) mission is *Connecting Art to Life* through meaningful and engaging experiences that inspire discovery, spark creativity, and promote cultural understanding. With TMA's centennial celebration only two short years away, its vision for the future builds on its history of providing hundreds of thousands of adults and children with thought-provoking exhibitions and robust educational programs. It is a particularly important time in the museum's history and its newly engaged CEO and Director will play a critically important role in leading TMA into the future.

Over the past several years, a great deal of progress has been made at the museum. TMA has made significant investments in its physical property, emphasized sophisticated and diverse exhibitions, gained many quality acquisitions, and reimagined its community access programs. These investments have attracted new and diverse audiences. Importantly, TMA is emerging from these past two pandemic years as a stronger and more stable institution. However, TMA continues to deal with its share of challenges in three critical areas: (1) long-term financial sustainability, (2) clear institutional vision and (3) broad representation and inclusion of the diverse communities in Southern Arizona. While progress has been made in each of these areas, long-term sustainability is THE most important area and will require specific focus and attention by the new CEO and Director.

The next CEO and Director will have the singular opportunity to partner with the Board of Trustees and staff to refine and realize TMA's next chapter. With guidance and support from a motivated and engaged Board of Trustees, the CEO and Director will be the prime mover in enhancing the museum's profile to increase visibility and recognition in the community and among peer institutions. The CEO and Director will guide the museum and its professional staff in pursuing its mission and assuring a sustainable future, garner support for the institution's priorities including serving as chief fundraiser leading the museum's development team, provide skillful oversight of its operations, and serve as a thought leader in planning exhibitions, publications, and programs that engage the local community and an expanding audience.

As the face of TMA, the CEO and Director will have the gravitas, enthusiasm, and ambition to develop and leverage a range of relationships locally, regionally, nationally, and internationally. The CEO and Director is also seen as the primary advocate for arts and culture in the community and speaks for the museum's collections, exhibitions, connecting the public to arts and culture.

## About Tucson Museum of Art and Historic Block

First established in 1924 as the Tucson Fine Arts Association, the Museum made its home in the Kingan House on Franklin Street in the historic downtown El Presidio Historic District, which was once part of a walled fortress marking Tucson's settlement in the mid-1700's. In 1954, the association was officially renamed the Tucson Art Center to establish their exhibition and education mission. In 1975, the organization became the Tucson Museum of Art as it moved to its present location on the site of Tucson's original Spanish Presidio and formally became a collecting institution and the caretaker of five historic properties. Today, the museum encompasses a four-acre campus and its exhibits and arts education programs are the heart of the museum. With its permanent collection of over 12,000 works of art spanning continents, centuries, and media, the museum provides art exhibits rooted in scholarship and relevance; hosts events that foster community; serves as the steward of five properties; and operates a 6,800 square-foot art education center and research library. Since 2017 TMA has made significant investments in its physical property, emphasized sophisticated and diverse exhibits, gained quality acquisitions and reimaged its community programs. Campus improvements include the construction of a 6,000 sq. ft addition, the Kasser Family Wing of Latin American Art and the renovation of the Alice Chaiten Baker Center for Art Education. Additionally, TMA has affirmed a commitment to IDEA-based community programs (Inclusion, Diversity, Equity, and Access), with the formation of the Community Engagement Department, dedicated to working with audiences and communities to strengthen the role of the museum as a civic partner and community anchor through opportunities that connect diverse audiences with the museum's collections, exhibitions, and programs. With this new department, TMA transitioned into a completely bilingual (Spanish and English) institution furthering its commitment to the diverse demographic of the Tucson community.

Today the Tucson Museum of Art and Historic Block (TMA), accredited by the American Alliance of Museums (AAM), features original and traveling exhibitions focusing on Art of Latin America, Art of the American West, Modern and Contemporary Art, and Indigenous Art as well as tours, education programs, studio art classes, and a Museum Store to delight and educate members and visitors. The TMA serves the city and surrounding regions and is committed to broadening public access to the arts, enriching daily life.

Presently, TMA has an annual operating budget of \$2.6 million and a team of approximately 20 full- and 20 part-time staff and a dedicated group of support organizations. The Board of Trustees currently includes 25 members. In 2020, the museum served approximately 30,000 visitors and had 2,500 member households. The endowment currently stands at \$3.5 million. For more information on the TMA, please visit our [website](#).

## About the Region: Tucson, AZ

Southern Arizona's crisp high-desert air, sunny year-round climate, lack of natural disasters, and exceptional air quality make our corner of the world a picture of health and a healthy lifestyle. At more than 600 square miles and a population of 1 million, metropolitan Tucson is a study in contrasts. Historic adobes are preserved among downtown high-rises; resort hotels are nestled in picturesque foothills; cacti bloom in the center of the city; desert washes flow after occasional desert storms. The culture is a unique blend of Western, Mexican, and Indigenous influences. The pace is relaxed, the dress is casual, and the manner friendly.

As the 33rd largest city in the U.S., Tucson offers all the amenities of a big city while retaining some of the charm of a small town. The performing art venues include the Tucson Symphony Orchestra, the Tucson Chamber Orchestra, the Arizona Theater Company, the historic Fox Theater, the Arizona Opera, as well as museums, botanical gardens, and uniquely Tucson activities such as the rodeo and the Gem Show. Importantly, University of Arizona and Pima Community College, provide a range of cultural benefits in the arts, in the sciences, and a range of fields, including sports. In 2015 ([UNESCO](#)) designated Tucson a "world city of gastronomy" under the [Creative Cities Network](#) program, becoming thus the first city of gastronomy in the United States.[]

The intriguing landscape of the desert gives way to majestic mountains in every direction, making Southern Arizona a paradise for anyone who loves the outdoors. Hiking, biking, and exploring are favorite Tucson activities. Golfers enjoy some of the finest courses anywhere. The sunny weather keeps the outdoors available year-round.

Outside Magazine ranked Tucson as one of the 'best places to live' in 2019 citing some of the great things about Tucson such as the food, hiking trails and being able to live close to open space. In 2018, Best Cities ranked Tucson in the top 100 cities in the world!

Additional information about Tucson can be found at:

[https://en.wikipedia.org/wiki/Tucson,\\_Arizona?msclkid=25148909d14711ec850aef0f292050a3](https://en.wikipedia.org/wiki/Tucson,_Arizona?msclkid=25148909d14711ec850aef0f292050a3)

## Key Responsibilities

The Jon and Linda Ender Chief Executive Officer and Director will be responsible for the following:

### Leadership

- Provide leadership for the museum with respect to its storied history and creative vision for the future. Fully embrace TMA's commitment to Inclusion, Diversity, Equity and

Access (IDEA) in order to position it as a responsive, community-centered institution that represents, activates and advocates for its communities. Serve as an influential face and voice of the museum locally and in the regional and national arts, cultural, and museum communities.

- Collaborate with the Board of Trustees to continue the execution of its multi-year Strategic Plan culminating in a diverse and well-planned centennial celebration in 2024.
- Provide skilled and diligent oversight of the museum's financial resources and operations including responsibility managing the museum's annual operating budget. Communicate with transparency with the Board of Trustees by providing high-quality financial and related information, in order to support sound policy decisions and facilitate its fiduciary responsibilities.
- Provide inspirational, well-conceived and effective management of the museum staff by fostering a culture of open communication, collaboration, and accountability among staff, volunteers, and the Board of Trustees.

### Fundraising

- Assess TMA's current fundraising activities with an objective of evaluating effectiveness and identifying areas for additional focus and attention. Provide leadership to the museum's development team on identified areas of potential additional funding sources with a particular emphasis on creating new and varied local business partnerships, and actively support the implementation of creative and approved strategies for increased endowment funding and revenue augmentation.
- Cultivate major gifts from and steward the institution's significant past, current, and prospective donors.
- Define and prioritize the development functions including membership; donor cultivation, appreciation and retention; major gifts and planned giving; business and foundation relations; government and quasi-government agencies; and capital support efforts.
- Creatively support the maximization of fiscal sustainability through multiple streams: membership; gifts and grants; fundraising events and special campaigns; foundation and government grants; and earned revenue via admissions, programs, travel, rentals, retail, etc.
- Local business relationships represent an area of special focus which has potential for significant additional funding since such support has historically been underrepresented. Support the development of a comprehensive strategy and plan to leverage existing and create new business relationships designed to benefit the greater Tucson community and generate additional funding for the institution.

### Community and Audience Engagement

- Serve as the primary spokesperson for the museum and advocate for the museum's art collections and the importance of art and culture to the community. Support current

and explore additional and creative ways to engage younger people in varied activities at the museum.

- Continue to explore novel ways to reach new and expanded audiences, create innovative and engaging exhibitions and initiatives, and support the development of meaningful and engaging programming including partnering with outside individuals and organizations.
- Work in close collaboration with staff and volunteers to enhance visitor experiences before, during and after a visit to ensure positive and enjoyable experiences for all and to encourage future visits.
- Embrace the power of new and innovative technology and its application in order to enhance visitor experience.

#### Artistic and Programmatic Leadership

- Support TMA art collections with emphasis on the principal collections of Art in the American West, Contemporary Art, Indigenous Art, Latin American Art, and Modern Art.
- Continue to assess the collection while expeditiously moving the museum forward with selected acquisitions and deaccessioning and actively safeguarding the physical health of the collection.
- Provide understanding of and networks within the “art and museum world” leveraging and translating these into meaningful collaborations and exhibitions for the institution that are meaningful to a diverse range of audiences.
- Work in partnership with senior staff to develop and enhance exhibitions, increase education and outreach, engage new constituents, and manage the collections.

#### Management and Museum Operations

- Develop and efficiently implement the annual operating plan and budget as approved by the Board of Trustees working closely with the staff to monitor and evaluate day-to-day effectiveness of the museum’s operations and align resources to fulfill strategic objectives so that all operations are sustainable and in line with museum resources.
- Create a positive working environment for the organization, develop strong staff morale, and cultivate a culture of teamwork and mutual support and respect among all staff. Support the implementation of policies and procedures that encourage ongoing professional development and motivate and guide a highly functioning team.
- Oversee, along with transparent guidance and support from the Board of Trustees, budgeting, the annual financial audit, all tax filings, the maintenance of accurate and complete records. Support the operation of the museum under all applicable state and local rules and regulations and contractual requirements all in keeping with the best practices and standards of collecting museums.

## Candidate Profile

The candidate should possess the following professional expertise, leadership competencies, and personal qualities:

### Expertise in Development and Fundraising

Demonstrated fundraising experience with a measurable track record of success as well as the expertise and mindset to build strong relationships with past, current, and new potential donors. The leader will be versed in various fundraising channels and able to leverage existing and create new relationships designed to augment revenue. The new CEO and Director will be a flexible and self-motivated leader who will partner with the Board of Trustees to devise a fundraising strategy which leverages the unique landscape of the greater Tucson area's various communities with particular emphasis on a largely untapped local business community. The successful candidate will have the ability to build new relationships through "cold calling" or other strategies explaining the museum's mission and significance to the greater Tucson area and, importantly, asking for support.

### External Relations and Relationship Building

Serving as a prominent ambassador for the museum with a genuine interest in making connections and becoming embedded in the community. The CEO and Director will have a demonstrated ability to confidently interact with a wide range of constituents, including museum members, visitors, artists, collectors, donors, academic institutions, the local business Community, and Board members, as well as community and government leaders. Possessing a high degree of public relations insight and acumen, the individual will serve as the primary outward-facing representative of the museum. In addition, the individual will be able to speak and write fluently about the organization's legacy, touch points and impact in the community, overall strategy and future direction, and be equally comfortable and effective in presenting to small groups as well as large audiences.

### Strategic and Visionary Leader

This person is a strategic thinker with the foresight, capacity, and experience to understand and balance complex and discrete needs and objectives. At the same time, the individual must have an entrepreneurial and enthusiastic spirit with the background and skills to deliver TMA's mission. The CEO and Director must demonstrate strong emotional intelligence (EQ) and is capable of maintaining stability and installing confidence when faced with ambiguity and constantly changing circumstances along with an acute ability to recognize and manage risk.

### Mission Fit and Expertise

The leader will be an energetic advocate and champion for the museum with the intellect, experience, knowledge, and training to represent and elevate the museum within the region, among its peer group and in the broader cultural world. This individual will possess a genuine

and deep commitment to Inclusion, Diversity, Equity, and Access, continuing the progress TMA has already achieved.

### Demonstrated Business Approach and Operational Expertise

The CEO and Director will have a strong record of successful oversight and management of finance and operations. Experienced in budget, financial and people management, the individual will have the perspective to consider the impact of proposals, strategic plans or initiatives, and programs on individuals, groups, as well as the overall organization. The individual will have the ability to consider an overall strategy and make sound and reasoned recommendations.

### Credibility and Recognition

Highly regarded in the art museum world, the successful candidate will have standing with peer institutions in order to present the Tucson Museum of Art and Historic Block effectively and with gravitas to all appropriate constituents. A bachelor's degree is required, and an advanced degree is a plus as is equivalent relevant experience as a leader in an art museum setting.

### Skilled and Inspirational Manager

At least fifteen years of experience in a relevant environment of which at least six are in an executive management capacity. The person will be a decisive, results-oriented leader with a collegial, team-oriented working style as well as open and nimble in adjusting to emerging needs and shifting priorities. In addition, the person will have a proven record of visible and effective management and the demonstrated ability to professionally develop, nurture, and retain a strong team that is focused on excellence, accountability, and efficiency. This individual will communicate a shared vision, inspire high level performance and build strong morale by empowering staff and volunteers through effective communication, feedback, and delegation all while promoting teamwork and collaboration. They will possess underlying ethical values, integrity, strength, and confidence along with humility and a healthy sense of humor.

## Compensation & Benefits

The CEO and Director target compensation range is \$165,000 - \$180,000 and will be based on experience level, including a generous benefits package, including relocation.

## Contact

Koya Partners, the executive search firm that specializes in mission-driven search, has been exclusively retained for this engagement. Stephen Milbauer of Koya Partners has been exclusively retained for this search. To express interest in this role please submit your materials [here](#), or email Stephen directly at [smilbauer@koyapartners.com](mailto:smilbauer@koyapartners.com). All inquiries and discussions will be considered strictly confidential.

Koya Partners is committed to providing reasonable accommodation to individuals living with disabilities. If you are a qualified individual living with a disability and need assistance expressing interest online, please email [NonprofitSearchOps@divsearch.com](mailto:NonprofitSearchOps@divsearch.com). If you are selected for an interview, you will receive additional information regarding how to request an accommodation for the interview process.

Tucson Museum of Art is an equal opportunity employer and strongly encourages applications from people of color, persons with disabilities, women, and LGBTQ+ applicants.

## About Koya Partners

Koya Partners, a part of Diversified Search Group, is a leading executive search and strategic advising firm dedicated to connecting exceptionally talented people with mission-driven clients. Our founding philosophy—**The Right Person in the Right Place Can Change the World**—guides our work as we partner with nonprofits & NGOs, institutions of higher education, responsible businesses, and social enterprises in local communities and around the world.

For more information about Koya Partners, visit [www.koyapartners.com](http://www.koyapartners.com).