

The logo for the First Amendment Museum features the words "FIRST", "AMENDMENT", and "MUSEUM" stacked vertically in a bold, sans-serif font. The word "MUSEUM" is the largest and has the letter "U" in red. The text is enclosed within a blue square frame that is open on the right side.

# FIRST AMENDMENT MUSEUM

## Chief Executive Officer

### Leadership Profile

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## Contents

- 01** The Opportunity
- 02** Organization Overview
- 03** Position Summary
- 03** Responsibilities
- 03** Goals and Objectives
- 05** Candidate Qualifications
- 06** Procedure for Candidacy

## The Opportunity

The First Amendment Museum is a nonpartisan, not-for-profit 501(c) 3 concept museum that has been established in Augusta, Maine. Its purpose is examining the history and promoting the practice and understanding of the First Amendment to the U.S. Constitution by developing a landmark museum with innovative exhibits and engaging programming. The organization seeks to engage the citizens of our state and nation through programs and a national partnership network that will encourage new generations of Americans and others to engage with the freedoms guaranteed by the First Amendment. Interactive programs, an additional travelling exhibit program, accessible and relevant online materials and other creative ways to compliment school curriculums, youth group activities and adult programming are just a few of the ways the museum seeks to inspire all Americans to experience the five freedoms in their own lives every day.

As the First Amendment Museum continues to grow, the board of directors is searching for an inspiring and collaborative leader, committed to our mission, who can skillfully position and lead the organization through this crucial next phase. The chief executive officer (CEO) will be effective not only in managing people and complex projects in an urgent start-up environment, but will also have a proven record of success in cultivating donors and raising significant funds for not-for-profit cultural organizations.

The CEO will have the opportunity to build the organization and shape the initiatives necessary to realize the museum's vision and goals. The CEO will lead efforts to complete construction of the museum in Augusta, hire key staff, forge and strengthen regional and national partnerships, raise necessary capital and, over time, build an endowment to sustain programs and enable new offerings.

At the heart of this effort is the need to examine the First Amendment in a historical and contemporary, nonpartisan perspective. As the First Amendment states:

Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise hereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble and to petition the Government for a redress of grievances.

Amazingly, studies have found that increasingly, fewer and fewer Americans can name the five rights protected by the First Amendment and a 2018 poll found that 40 percent of Americans could not name even one of the five rights. The inspiration for this organization is the need to change this trend, with the mission of inspiring all Americans to live and love their First Amendment freedoms.

## Organization Overview

Working hand in glove with the Cofounder and Board Chair, Genie Gannett, the chief executive officer will be a passionate and inspiring voice and face of the organization. Genie is the granddaughter of Guy P. Gannett, the notable Maine newspaper publisher and free speech defender. The organization receives strong support from the Gannett family's foundation. There will be several points of emphasis as the CEO looks to scale the operation.

### Museum

The First Amendment Museum is located at the historic home of legendary publisher and First Amendment champion, Guy P. Gannett in Augusta, Maine. By creating exhibition spaces that show how Americans practice their First Amendment freedoms; the organization seeks to establish a practical understanding of our fundamental rights, building affinity support through a wide variety of exhibitions and programs. Included will be immersive and interactive permanent exhibitions that tell the story of the First Amendment and the five freedoms it guarantees. Changing exhibitions will explore current and historic First Amendment issues. Included will be program space that can accommodate up to 100 people for programs, lectures and special events and additional museum-quality exhibition galleries.

### Community

The First Amendment Museum seeks to build partnerships with educational institutions, youth initiatives, civic associations, committed nonprofits and local businesses in communities across the state and nation. Through this network of engaged partners, the museum will deliver programs that make it possible for all people to see that the First Amendment is useful, effective and relevant. These efforts will include temporary exhibitions that will open at the museum and then travel to other locations.

### National

As a national initiative, the organization is dedicated to expanding every American's appreciation, understanding and guardianship of the First Amendment. Exhibits and learning activities will be available online as well as at the museum, and the museum will partner with organizations around the country to bring programs and events to every community.

### Vision

The long-term vision for the museum's efforts include:

- Innovative and engaging onsite programming for K-12 students and adults.
- A vibrant website for the distribution of resources (including curriculum for students, teachers, youth leaders and adults at all levels) and for the lively discussion of issues related to the First Amendment.
- The museum itself will be a center for programming that keeps the historical issues and debates current and relevant.

## Position Summary

The chief executive officer (CEO) will report to the board of directors through the Board Chair and Cofounder, Genie Gannett. The CEO will be a proven, resourceful, participative leader who thrives on the opportunity to build an impactful organization and guides the museum to opening day and beyond. Paramount to this CEO's success will be their proven ability to raise six-, seven- and eight-figure gifts from a variety of constituents.

The CEO will be responsible for effective financial and operational leadership, while instilling a culture of accountability. This leader will have demonstrated experience in successfully building an early stage or rapidly scaling organization. Strategic business planning and follow-through are needed, along with the ability to adjust plans quickly to take advantage of opportunities. Attention to culture, community, mission and vision must be a continual focus. This leader will bring experience developing and implementing strategic plans, performance measurements, management controls, while building trust and credibility.

Securing additional capital to advance The First Amendment Museum's mission will be critical to its ongoing success. The CEO must therefore have the stature, intellect and professional acumen to grow and diversify the museum's philanthropic support. The CEO will guide the museum to be a vibrant, sustainable organization with a strong funding model. The CEO will be the leader inspiring the team and creating urgency across all activities and with all audiences.

## Goals and Objectives

The CEO's responsibilities will include:

- Develop, implement and successfully execute the plans to raise the capital needed to complete the museum renovation and expansion, a figure estimated to fall in the \$12-14M range.
- Communicate our mission and connect supporters and partners with the museum's inspiring vision of a national expansion of the museum's mission.
- Finish hiring and lead the start-up staff team, comprised of a museum assistant, chief advancement officer (CAO), education curator and interns.
- Elevate the profile of the museum and engage new business partners, investors and talent to advance the agenda to a higher level in all activities.
- Serve as the external voice for the organization and an advocate for increasing support from funders, partners, foundations, high net-worth individuals, state and federal governmental agencies and other key influencers.

## Responsibilities

### Fundraising

- Assisted by the CAO, successfully complete the capital campaign.
- Strengthen and expand the annual fund.
- Create a membership program able to serve as a major gifts pipeline.
- Establish and build a major gifts program.

## Business Operations

- Recruit, mentor and lead a successful, high functioning team.
- In conjunction with the board, contribute to the development of strategic plans.
- In collaboration with staff, devise and implement operational plans and annual budgets that allow the museum to realize the strategic goals.
- Report regularly and specifically to the board on progress and outcomes.
- Attend closely to the museum's finances to ensure balanced budgets.
- Ensure that the museum's practices and policies align with best practice standards in the field.
- Lead by example in enacting the museum's core workplace values of integrity, excellence and inclusion.

## Project and Program Oversight

- In consultation with the board and the owner's project manager, oversee the museum's multimillion dollar expansion and renovation (now in the Design Development phase) on time, under budget and in ways that exceed expectations.
- Working with the museum's architects, landscape architects, exhibition designers and construction team, develop actionable, phased plans for board approval and implementation.
- During construction, be available for consultation and problem-solving, with an eye to containing costs and ensuring that decisions support the museum's fulfillment of its mission.
- In collaboration with the education curator and appropriate board members, support and oversee various educational pilot projects.
- Ensure rigorous assessment of proposed exhibits at the prototype stage, before the fabrication and installation of permanent materials.

## Relationship Building

- Establish and build relationships with key individuals and organizations relevant to the First Amendment Museum's mission.
- Leverage these state and national advocacy networks to disseminate museum information and messaging to the widest possible relevant constituency.
- Cultivate relationships with philanthropic organizations, foundations and corporate philanthropy in a nonpartisan manner to help advance shared goals.
- Build relationships with key partners in relevant fields, including journalism, education and public policy.
- Support the education curator's efforts to establish relationships with educators and youth, so that the museum's efforts will be recognized and relied upon the museum for trusted and stimulating resources on the First Amendment.
- Over time, create a national advisory body drawn from journalism, education, public policy and related fields.
- Represent the museum at state, regional and national staff meetings and conferences.
- Work with the museum's board of directors to identify prospective new board members able to contribute relevant skills, expertise and networks.
- Develop a strong relationship with the board, especially as it relates to strategic and financial planning, capital projects, board development and fundraising.

## Communications/Brand Building

- Implement a broad-based and targeted communication plan for the museum, including a national supporter campaign.
- Oversee the ongoing development of the museum website.
- Develop a robust social media platform to complement the overall marketing strategy.

## Performance Metrics

In all areas of activity, the CEO will develop data-based business plans and establish key performance indicators to monitor progress. Examples include:

- Fundraising goals compared to actual yields for individuals, foundations, corporations, public agencies, etc.
- Website analytics; Facebook, Twitter and other social media activity.
- Projected compared to actual construction timelines and costs.

## Candidate Qualifications

### Education/Certification

An undergraduate degree is required. Advanced study in law, education, communications, museums, philanthropy, business administration, community development or a related field is highly preferred.

### Knowledge and Work Experience

- Leadership experience in a mission-driven not-for-profit organization, such as (but not necessarily restricted to) a museum or cultural center.
- Proven success as a fundraiser, with a track record attesting to the ability to raise seven-figure gifts.
- Experience leading, inspiring, mentoring and developing staff.
- Understanding of an early-stage, rapidly scaling business operating with lean resources. Ideally, prior experience leading an innovative initiative with entrepreneurial drive.
- Knowledge of how to partner effectively with a board of directors.
- The ability to evaluate and shape effective museum and online programming.
- Understanding of social media dynamics in a museum setting.
- Excellent written and oral communication skills, including giving public presentations, leading effective meetings and building consensus among multiple stakeholders.
- Demonstrated understanding of public policy, community mobilization, effective media communications, brand-building campaigns and grassroots outreach.
- Ability to manage multiple complex tasks simultaneously and well.

### Leadership Competencies and Personal Characteristics

- A personal interest in and passion for the First Amendment Museum's non-partisan mission.
- A natural ability to motivate colleagues, visitors, prospective funders and others.

- A resourceful, team-oriented, adaptable leader who articulates clear goals and expectations and models positive, winning behavior for all to see.
- A drive for excellence and success; openness to taking risks; high aspirations; the ability to see possibilities and enable others to share that vision.
- Someone who fosters interest and engagement with everyone the CEO meets.
- Supportive, collaborative, inclusive, transparent and an active listener.
- A deep, substantive and sincere character, with an ego under control, integrity and impeccable values.
- Enjoys brainstorming; keeps an open mind.

## Procedure for Candidacy

Please direct all nominations and resumes to Mercedes Chacón Vance, John Fazekas and Alejandra Gillette-Teran, preferably via e-mail, to [FirstAmendmentCEO@WittKieffer.com](mailto:FirstAmendmentCEO@WittKieffer.com). Information that cannot be sent electronically may be forwarded to:

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