

---

## OPPORTUNITY RESOURCES INC.

Freda Mindlin  
President

196 East 75<sup>th</sup> Street  
Suite 14H  
New York, NY 10021  
TEL: 212-744-4409  
FAX: 212-744-5004  
[search@opportunityresources.net](mailto:search@opportunityresources.net)

### **POSITION DESCRIPTION AND IDEAL CANDIDATE PROFILE**

**POSITION: DEPUTY DIRECTOR/  
DIRECTOR OF CURATORIAL AFFAIRS**

**CLIENT: CORNING MUSEUM OF GLASS**

**LOCATION: CORNING, NEW YORK**

#### BACKGROUND

The Corning Museum of Glass houses the world's largest collection of glass, 45,000 objects representing an encyclopedic 3,500-year history. In addition to the 167,000 square foot Museum, the Corning complex includes two separate buildings, the Rakow Research Library and The Studio, representing over 225,000 square feet dedicated to the exhibition, scholarship, and crafting of glass.

The Museum opened in 1951 with 2,000 objects. By 1978 it had outgrown its original building designed by Harrison and Abramovitz. The new addition by Gunnar Birkerts created a flowing series of galleries with the library at their core, surrounding the older building and connected to it by light-filled, windowed ramps. The expanded 68,000 square foot Museum opened to the public in May, 1980.

In 1996, the Museum again outgrew its space, and to accommodate increasing visitation, it embarked on a five-year \$65 million transformation. The architectural firm Smith-Miller + Hawkinson was commissioned to design additions to the Museum building that would incorporate glass into both the inside and outside of the building. The western addition included an upgrade to the auditorium and the addition of the Hot Glass Show demonstration stage, where visitors view live glassmaking demonstrations.

The eastern addition contains the new Admissions Lobby, a theater, the café and the Glass Innovation Center, an interactive and interpretive exhibit on the science of glassmaking. The enlarged structure also contains the 18,000 square foot GlassMarket, a collection of shops, making it one of the largest museum retail operations in the country. In 2009, the Museum welcomed over 350,000 visitors.

## Corning Museum of Glass

The transformation envisioned in the 1996 plan included the complete renovation of glass collection galleries in the Birkerts building, providing room to display 38 percent of the permanent collection. The renovation also created a new exhibition space now called the Ben W. Heineman Sr. Family Gallery of Contemporary Glass. The Museum gallery space for the permanent collection and for special exhibitions increased to more than 70,000 square feet.

2009 was designated “The Year of Contemporary Glass” and the major exhibit, always mounted during the summer months when visitation is at its peak, was “Voices of Contemporary Glass: The Heineman Collection,” selections from the formidable collection that was recently donated to the Museum. The extraordinary response encouraged the Museum to keep the exhibit in place through 2010. In 2009, the Museum also mounted an off-site exhibition showcasing the depth and breadth of the collection at the most recent edition of the Winter Antiques Show in New York City.

Also on exhibit in 2010 are “Medieval Glass for Popes, Princes and Peasants,” the first exhibition in the United States devoted to glass made for daily use in the Middle Ages, “Tiffany Treasures: Favriile Glass from Special Collections” and “Master of Studio Glass: Jiří Hrcuba,” a selection of objects by the renowned Czech artist. “East Meets West: Cross-Cultural Influences in Glassmaking in the Eighteenth and Nineteenth Centuries” is planned for fall 2010.

With such vast holdings, the Museum receives a great number of loan requests. In 2009, 58 objects were loaned for exhibitions in the United States as well as Australia, Canada, France and Germany. The Museum’s famous Conservation Department oversees the condition and preservation of every glass object in the collection and loaned for exhibit.

The collection continues to expand each year through gifts and acquisitions. 481 objects were added to the collection during 2009. The Ennion Society, the Museum’s patron group, raises money for glass acquisition. Ennion Society members and other donors have also been a generous source of gifts to the collection.

The Rakow Research Library is considered the world’s library of record on glass and contains the finest collection of research materials related to the art, history, and technology of glass. Since 2001, the library has been housed in a free-standing building, formerly an office building, completely redesigned to state-of-the-art standards by the prize-winning architects, Bohlin Cywinski Jackson. The library holds hundreds of thousands of research items in more than 40 languages, ranging from a 12th century manuscript to the latest articles and books on contemporary glass artists. The library has carved out an exhibition space, where “Drawings for American Stained Glass” is presently on view.

The extraordinary resources of the library provide a remarkable foundation for scholarly and technical articles and books produced by the curatorial, collections and

## Corning Museum of Glass

conservation staff just as the collections and exhibitions provide a unique teaching opportunity for the Education Department, which creates a wide variety of programs year-round for children and adults. These resources are also available to visitors on-site as well as to those who visit by means of the internet.

The Studio is the third building on the Museum campus. It is famous as a hands-on teaching facility offering glassmaking classes for all skill levels and techniques taught by artists and instructors from around the world. The Studio provides residencies and space rentals for professional glassmakers.

The Corning Museum of Glass operates with a \$34 million budget and a staff of 130.

The acquisition budget for the collection and the library is currently \$1.7 million, scheduled to grow by \$500,000 over the next two years. The curatorial, exhibition and research budget for 2009 was \$2 million.

### POSITION

#### ▪ Reporting/Working Relationships

The Deputy Director/Director of Curatorial Affairs reports to the Executive Director, works closely with the President, and is a member of the Museum's Leadership Team which includes the President; the Executive Director; the Senior Director, Administration and Finance; the Director of Finance; the Director of Human Resources; the Senior Director, Creative Services and Marketing; the Director of Marketing and Community Relations; and the Director of Development, Education and The Studio. The Leadership Team is responsible for establishing the Museum's strategy, including programmatic, administrative and financial goals, for implementing Museum policy and overseeing the daily functions of the Museum. The Deputy Director/Director of Curatorial Affairs will also have a working relationship with the Board of Trustees as needed.

Reporting to the Deputy Director/Director of Curatorial Affairs are seventeen individuals total with seven direct reports including the Curators of Modern Glass, American Glass, and European Glass; the Chief Conservator; and the Collections and Exhibitions Manager. The Deputy Director/Director of Curatorial Affairs will partner with all department heads.

The Deputy Director/Director of Curatorial Affairs will provide oversight and management for the curatorial, collections and conservation departments including preparing for approval and managing the curatorial, conservation and collections departments' budgets; communicating the curatorial, conservation and exhibitions staffs' goals, ambitions and concerns to the Leadership Team, and representing the Museum at national and international professional meetings.

## Corning Museum of Glass

The Deputy Director/Director of Curatorial Affairs' immediate priorities will be learning the Museum's culture and operations, gaining an understanding of the collections, the exhibition and educational programs, and becoming familiar with the professional staff and their activities. She/he will also take time to learn about The Corning Museum of Glass's broad spectrum of programming and develop collegial working relationships with the Leadership Team, department heads, and other staff members.

▪ Ongoing Responsibilities Include:

- Promoting and maintaining practices that encourage and facilitate open communication, cooperation, satisfaction and teamwork.
- Maintaining an infrastructure that can assist in achieving the Museum's stated goals and objectives.
- Becoming knowledgeable in the art, history, science, and technology of glass.
- Maintaining relationships nationally and internationally to further the Museum's leadership role.
- Attending all Acquisitions Committee meetings as appropriate.
- Overseeing, supporting and encouraging the curatorial, collections, and conservation departments' staffs to achieve their exhibition, acquisition, publishing and conservation goals.
- Providing strategic oversight for the development of exhibitions.
- Working cooperatively and collaboratively with the Executive Director and curators to cultivate contacts in the U.S. and internationally for developing exhibitions.
- Recommending new program initiatives to fulfill the Museum's goals, and once approved, working with the staff responsible for seeing them through to completion.
- Continuing the Museum's record of significant publication.
- Overseeing staff training and professional development and providing annual performance appraisals for the curatorial, collections and conservation departments.

## Corning Museum of Glass

- Representing the Curatorial Department's priorities at the Collections Marketing Team meetings, and working closely with the Marketing Department and Exhibitions Planning team to ensure that approved exhibitions are marketed effectively.
- Serving as the voice of the curatorial, collections and conservation departments to the Leadership Team and the Museum as a whole.
- Working closely with the Executive Director and President to instill and maintain best practices for the curatorial, collections and conservation departments.
- Recommending and welcoming visiting lecturers and other guest speakers.
- Working closely with the Executive Director and curators in consultation with private collectors for loans or gifts to the Museum and keeping apprised of auction house sales and art dealers' inventory for possible acquisitions for the collection.
- Working with the development office to maintain and develop relationships with major donors.
- Working closely with the Registrar and Conservation Department to ensure the appropriateness, safety and condition of all loans and each object in the Museum's collection.
- Reviewing collection management policies to ensure that they are incorporated into day to day museum practice.
- Ensuring that the curatorial, collections, and conservation staff have the support, both financially and professionally, to maintain the high standards associated with the Museum.

In the performance of these responsibilities, the Deputy Director/Director of Curatorial Affairs will:

- Build, manage and inspire the curatorial staff to ensure a positive and successful departmental culture.
- Maintain productive relationships and frequent communication with the President, the Executive Director, the Leadership Team and her/his colleagues throughout the Museum.
- Discharge her/his duties with a high degree of professionalism and energy and require the same from her/his staff.

▪ Qualifications and Characteristics

The successful candidate will have at least 10-15 years of experience in progressively senior positions at an art or other museum that included significant curatorial and managerial responsibilities, and administration and successful oversight of budgets of comparable size. S/he must have a PhD in art history, material culture, science, history or other discipline related to the Museum's interests or significant experience comparable to the academic degree with a solid scholarly and publications record. In addition, s/he will have:

- A keen appreciation of the mission of The Corning Museum of Glass;
- Outstanding people management skills and the ability to develop a cohesive team;
- Knowledge of collections management, conservation, preservation and accessions;
- Evidence of successful leadership through strong interpersonal skills with supervisors, staff, scholars and patrons;
- Excellent communication skills, especially the ability to write and speak about art in a manner comprehensible to a general audience;
- Dedication, discipline and ambition to translate vision into concrete achievement;
- Technical literacy, including a strong knowledge of digital media;
- Ability to think out of the box and to be innovative and creative;
- Skill managing creative people;
- Demonstrated ability to think strategically;
- Ability to represent the Museum professionally in the U.S. and internationally;
- Significant connections to the field including heads of museums, important curators and major scholars;
- A talent for inspiring and building confidence inside and outside the institution among a broad range of constituencies;

## Corning Museum of Glass

- Sound financial planning abilities including successful administration of comparable budgets;
- Desire to develop knowledge of and an interest in glass;
- A passion for the curatorial process;
- The personality to enjoy social and community interaction;
- High energy, strong motivation and a hands-on work ethic;
- A positive outlook and a good sense of humor.

## LOCATION

Corning is a small historic and artistic city in Steuben County, New York State. Most famous for its glassmaking past and present, Corning welcomes more than half a million people every year from all over the world who experience Corning's rich culture and history, including of course the preeminent Corning Museum of Glass, and its surroundings in the beautiful Finger Lakes wine-making region.

The area was settled by Europeans in 1796. The first major industry was lumber, which was transported on the Chemung Canal connecting Seneca Lake with the Erie Canal. The mills of the Corning area were reputed at the time to be among the largest in the world. In the late 1880s the railroad superseded the canal system, and glassmaking first arrived from New York City with the Brooklyn Flint Glass Company, which later became Corning Glass Works and then Corning Incorporated.

Corning's population is 10,280. The largest nearby cities are Rochester and Syracuse, both about 75 miles away, with populations of 200,000 and 130,000 respectively. Elmira, 20 miles away, is home to the Clemens Center which hosts touring Broadway shows and other major entertainment.

The historic Gaffer District is Corning's thriving restored downtown and its commercial, cultural, restaurant and entertainment center. The Gaffer District holds the annual GlassFest as well as music festivals, parades and a regular farmers market. The Corning Museum of Glass, the Rockwell Museum of Western Art, and Corning Incorporated's headquarters are all located in the Gaffer District.

## Corning Museum of Glass

The Corning-Painted Post public school district is the only school district in New York State to offer the rigorous International Baccalaureate college preparatory curriculum to all its middle and high school students. Both of Corning's high schools were named to Newsweek's list of "America's Best Public High Schools" in 2008. Corning's per-student public school expenditure is 30% higher than the national average and its student-to-teacher ratio is 14-to-1. There are several parochial and private schools as well.

Cornell University, in Ithaca, New York is 45 miles from Corning. Ithaca is also the home of Ithaca College. Corning has a community college, and Empire State College, the adult education division of the State University system, has several study centers in central New York State.

Corning's cost of living is 22% lower than the national average and is also significantly lower than New York State's average. The median home value in Corning in 2008 was \$94,000.

Corning is served by the Elmira/Corning regional airport and by the larger airports in Rochester and Syracuse. There is one hospital in Corning and there are several more in the region.

***Address all inquiries and recommendations in confidence,  
to the retained search consultants (e-mails are preferred):***

Freda Mindlin or Nancy Kaufman  
Opportunity Resources Inc.  
196 East 75th Street, Suite 14H  
New York, NY 10021  
Voice (212) 744-4409  
Fax (212) 744-5004  
[search@opportunityresources.net](mailto:search@opportunityresources.net)  
[www.opportunityresources.net](http://www.opportunityresources.net)

*Opportunity Resources Inc. is an executive search firm retained by trustees of cultural organizations to execute searches for senior level executives. Opportunity Resources has specialized for over twenty-five years in providing search services to non-profit cultural institutions nationwide.*