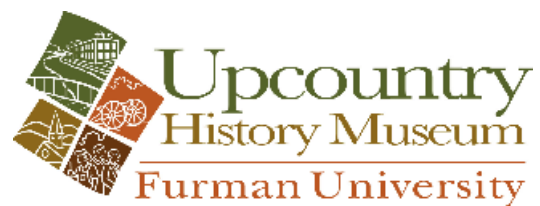


**UPCOUNTRY HISTORY MUSEUM
FURMAN UNIVERSITY**

**EXECUTIVE DIRECTOR
POSITION PROSPECTUS**

OCTOBER 2012



Executive Director
Upcountry History Museum—Furman University

Summary

The Upcountry History Museum-Furman University seeks an experienced and dynamic professional to lead the Museum to prominence among small-to-medium sized American historical museums and to strengthen its role in upcountry South Carolina as a multi-faceted cultural and educational resource.

The Museum's mission is to promote, present and preserve the rich history of upcountry South Carolina through education, research, and service. Its modern and sophisticated facility, which opened in 2007, is located on historic Heritage Green in Greenville, SC, and houses permanent and special exhibits chronicling the history of the 15 counties comprising the upcountry of South Carolina.

The Museum is a privately owned South Carolina non-profit corporation (501(c)3), and has its own Board of Directors. In February 2012, the Museum and Furman University, one of the nation's premier liberal arts universities, formed an innovative partnership that brings together the discrete strengths of those two outstanding institutions. The goal is to advance the Museum's mission and Furman's educational partnership with Greenville and the State of South Carolina, particularly the upcountry. Pursuant to an Operation and Management agreement between the Museum and Furman, the Museum's board has ceded operational control of the Museum to Furman, while the Museum's board remains actively involved in promoting membership, fundraising, and community support for the Museum. While the Museum's board remains integrally involved in overseeing the University's execution of the Operation and Management Agreement, it has no direct supervisory responsibility for the Executive Director or the day-to-day operations of the museum.

The Executive Director reports to the Senior Associate Academic Dean at Furman University, and is responsible for all strategic and administrative duties pertaining to the operation of the Museum.

The Vision

The Upcountry History Museum-Furman University should emerge as one of the cultural and intellectual jewels in South Carolina. It should stand as an exemplar of how a great University may simultaneously advance its own research and teaching mission and contribute to the quality life of the surrounding community through a robust and vibrant community-focused Museum. The history of the upcountry will remain a principal focus of Museum exhibits and programming. Beyond that, however, the Museum will also advance programming and exhibits spanning the entire expanse of history, chronologically and geographically. Furman will draw on its rich array of academic departments to bring speakers and exhibits to the Museum from disciplines throughout the Furman curriculum. Furman will also draw upon the energy and enterprise of its students, and Furman's tradition of "engaged learning," to use the Museum venue to expand the

reach of the campus into the community. At the same time, Furman will reach out to the community itself, inviting the community's input and support in planning future programs and exhibits. In sum, the Museum should be a vibrant educational space, with programming and exhibits attractive to all age groups and generations, telling the stories of the upcountry to the world, and bringing the stories of the world to the upcountry.

Rod Smolla, President
Furman University

The Position

The Executive Director will possess a comprehensive knowledge of and the highest standards in museum leadership and administration. While specific experience in historical museums would be preferable, the Search Committee and the Board of Directors will be considering professional experiences and personal qualities that:

- demonstrate success in establishing and achieving strategic mission and business goals;
- show evidence of capable administrative leadership, including financial and human resource management, curatorial judgment, and programming;
- exhibit skills in fundraising and marketing;
- promise creativity, energy, persistence and passion; and
- represent a commitment to broad collaboration and transparency.

The Executive Director reports to the Senior Associate Academic Dean of Furman University and, given the continued fiduciary responsibilities of the museum board, will also maintain an ongoing working relationship with the executive committee and board of the Museum.

Current staff includes:

- Museum Historian (part-time)
- Museum Curator
- Director of Development
- Education Director
- Membership Coordinator
- Facility, IT and Marketing Manager
- Facilities Rental Associate
- Visitor Services Associate
- Programming and Events Associate (part-time)
- Museum Accountant (part-time)
- On-call Event Staff

The Museum

History

In 1983, a group of civic leaders in Greenville established the Historic Greenville Foundation, committed to the preservation of the rich history of the upcountry region of South Carolina. The 15 counties of the upcountry, nestled in the foothills of the Appalachian chain, had enjoyed a diverse agrarian and transportation economy, and in the 19th and 20th centuries had become a major center for the textile industry. The region's prosperity promoted a vibrant

cultural character; capturing and celebrating the history for future generations became a central part of the Foundation's mission.

Almost immediately after its founding, the Foundation's organizers envisioned the establishment of a museum that would contain permanent exhibits about the upcountry, host visiting exhibits that likewise reflected aspects of life and history in the upcountry, and provide a center for educational and social programming. In 2002, a new facility was completed on historic Heritage Green (see p. 6). The Museum opened its doors to the public in September 2007.

The museum provides permanent exhibits unique to Greenville and the surrounding area, including interactive displays centered on 300 years of history in the upcountry. Exhibits span frontier times, various wars, upcountry-lowcountry distinctions, Greenville's social and economic identity as a textile capital, the increasingly diverse faiths throughout the region, the civil rights movement, the internationalization of the upcountry, and environmental history. Most exhibits include video or audio components. Although the museum has an archive and a Collections Management Policy, UHM does not focus on the collection and preservation of artifacts.

UHM has presented a variety of travelling/changing exhibits throughout its five year history, including "The Language of Clay: Catawba Indian Pottery and Oral Traditions," "Mud, Sweat, and Cheers: Football in the Palmetto State, 1889-Present," "Uniquely Southern Folk Art," and "Comic Stripped: A Revealing Look at Southern Stereotypes Through Cartoons," amongst several others.

In 2010, the Museum was awarded Best Exhibit by the Southeastern Museums Conference for its World War II changing exhibit entitled *Weaving Our Survival: Upcountry Stories of World War II*. Its World War II documentary, *Threads of Victory*, won the only Award of Merit in South Carolina in 2008 from the American Association for State and Local history.

Physical Plant

Designed by Pazdan Smith Architects of Greenville, the Museum is a 43,000-square foot, three-story structure with two upper floors primarily housing the museum exhibits and a lower level that provides ample storage and mechanical room space. A two-story entry atrium is complemented by a 65-seat orientation theater, gift shop, administrative office, and a fully equipped catering kitchen, in addition to the museum exhibit space. The second floor includes more exhibits and an office suite (seven offices, small kitchen, copier room, and a 24-seat conference room), a classroom that can accommodate 30 students, and a spacious, multi-purpose resource room that can host an array of functions and exhibits. There are two galleries for changing, or traveling, exhibits: a 2,000-square-foot space on the first floor and a smaller, open Focus Gallery upstairs

The basement level is open to the parking lot on one end, which allows for easy delivery and offloading of supplies and museum artifacts. The Museum is the only facility on Heritage Green with dedicated parking spaces (65), and also enjoys access to a two-story parking deck serving Heritage Green.

The facility is rented by civic groups, companies, government, and private individuals for business meetings, seminars, and receptions (including weddings).

Financial

Total revenues for the 2011-12 fiscal year were approximately \$738,000. Primary sources of revenue included: \$400,000 (54%) from Greenville County; \$101,000 (14%) from memberships; \$66,000 (9%) net from rentals; \$60,000 (8%) from program sponsorships; \$46,000 (6%) from grants and gifts, and \$33,000 (4%) from admissions.

Operating expenses were approximately \$778,000, which included \$435,000 (56%) for personnel salaries and benefits; \$146,000 (19%) for facilities expenses; \$61,000 (8%) marketing; \$57,000 (7%) for equipment, office, and museum expenses; \$48,000 (6%) program expenses.

In January of 2012, the remaining balance of the building mortgage was paid in its entirety. The museum's balance sheet as of August 2012 includes assets of approximately \$7,850,000, which predominantly includes the building, land, exhibits, and equipment. Liabilities are insignificant (\$265).

Attendance, Membership and Volunteers

In 2011-12, total attendance was 12,708; general admission attendance totaled 7,461, and school visits totaled 3,294.

There are currently 483 members of the Museum, a number that has remained relatively stable since the Museum was founded.

Thirty active volunteers devoted over 1,300 hours to the Museum in 2011-12.

Furman University

Furman University is one of the nation's premier liberal arts universities. With a residential undergraduate student enrollment of 2,650, Furman provides a rigorous academic curriculum, singular programs in the visual and performing arts, and NCAA Division I athletics. The University also has a robust evening studies program for adults, distinctive graduate programs in education, and a vibrant continuing education program. Founded in 1826, Furman is located on a picturesque campus just north of Greenville.

Community Partnerships

Furman has long been a significant thread in the fabric of life in Greenville and the upcountry. Originally located downtown on the site of the present-day Governor's School for the Arts and Humanities, Furman is among the top 10 largest employers in Greenville and has a long tradition of supporting education and economic development in South Carolina. The campus moved to its present location five miles north of Greenville in 1958, and the involvement of the University in the community, and *vice versa*, remains a wellspring of strength and innovation for both.

The establishment of the partnership between Furman and the History Museum is part of a larger strategy championed by Furman's President, Rod Smolla. Since assuming the presidency in 2010, Smolla has made community involvement and partnerships a centerpiece

of his administration. The Poinsett District project to help restore a blighted corridor between Greenville and Furman, the Fine Arts partnership with numerous visual and performing arts organizations in upcountry South Carolina and western North Carolina, and the History Museum partnership are the three most prominent examples.

Management

President Smolla will remain involved in the overarching direction of the History Museum, while Marianne Pierce, Ph.D., Senior Associate Dean will serve as Furman's administrative liaison to the Executive Director. The Executive Director can expect interaction with both, along with support from the faculty and various administrative departments at Furman.

Faculty

Furman's 275 full- and part-time faculty members are among the most talented scholars and undergraduate teachers in the nation, and the breadth of their involvement in the larger community is impressive. The Museum already benefits from the presence of Courtney Tollison, Ph.D., a member of the History faculty and a specialist in upcountry history who also serves as the Museum Historian. Other faculty members have been encouraged to support the partnership through their scholarship and research, and they have responded. For example, the Museum will serve as a centerpiece in 2012-13 for historian Dr. Lloyd Benson's exploration of freedom on the 150th anniversary of the issuance of the Emancipation Proclamation. The year-long project features a series of lectures and panel discussions on the legacy of that seminal document and an oral history project involving undergraduate students gathering stories of latter-day individuals who have found freedom in the United States.

Development and Marketing

Furman's Development and Marketing divisions are both full-service, professional units that will remain involved, as appropriate, with fundraising, membership strategy, positioning, branding and promotion of the Museum and its partnership with the University.

Greenville and the Upcountry

The upcountry of South Carolina is one of three distinctive geographic regions in the state, and for over a century has been the driving economic engine in South Carolina. The headquarters presence of several multi-national companies, including Milliken, BMW-North America, Kemet, Hubble Lighting, and Michelin-North America, along with significant corporate presence by GE, IBM, Fluor, Bi-Lo, and Lockheed-Martin, among others, has created thousands of jobs and hundreds of spin-off companies. Education and health care are also major industries.

The upcountry enjoys outstanding transportation access, with two major interstate highways leading north and south, and numerous daily flights at the convenient and manageable Greenville-Spartanburg International Airport.

With a population of approximately 600,000, the Greenville Metropolitan Statistical Area is the fastest growing region in South Carolina. Its proximity to the Appalachian Mountains provides numerous opportunities for recreation and leisure, and South Carolina beaches are just three

hours drive away. Greenville recently was ranked fifth by *Bloomberg Business Week* on a list of America's most fun and affordable cities.

Greenville has enjoyed a renaissance of sorts in the past two decades, with a charming and vibrant downtown that has become a locus of both upscale and unique retail shopping, restaurants, bistros and clubs, and tourist activity. The Peace Center for the Performing Arts, boasting two performance halls, is home to the accomplished Greenville Symphony Orchestra and other resident performance companies; it regularly hosts national acts and traveling Broadway companies. The activity of a thriving visual arts community is increasingly centered on the City's West End district adjacent to the downtown, where studio space and galleries now occupy what were once homes and businesses. The minor league Greenville Drive, part of the Boston Red Sox system, plays in the cozy Fluor Field stadium, with its replica of the "Big Green Monster" outfield wall, while the 15,000-seat Bi-Lo Center hosts the Greenville Road Warriors, an East Coast Hockey League affiliate of the New York Rangers, as well as major performing concerts and special events.

Heritage Green

The Upcountry History Museum occupies space on historic Heritage Green, a greensward located just two blocks from downtown's Main Street that houses some of the upcountry's most significant cultural institutions. Once the site of the Greenville Women's College (which joined with Furman in 1933), Heritage Green also is home to the main branch of the Greenville Public Library, the Bob Jones Museum and Gallery (home to a distinguished collection of world religious art), the Children's Museum of the Upstate, the Greenville County Museum of Art (which contains an extensive collection of works by American Andrew Wyeth), and the 400-seat Little Theater. Supported by both the City of Greenville and Greenville County, Heritage Green is a focal point for continued downtown development.

Consideration

To be considered for the position, please submit a letter of interest, a *curriculum vita* or resume, and list of three references to humanresources@furman.edu with "UHM ED" in the email subject line.

Review of candidates will begin on November 1 and continue until the position is filled.

Furman University is an Equal Opportunity Employer committed to diversity within its community.

Search Committee

Rodney A. Smolla, Chair
President
Furman University

John Beckford, D.M.A.
Vice President for Academic Affairs and Dean
Furman University

Howard Boyd, Esq.
Immediate Past Chair
Upcountry History Museum Board of Trustees

Mark Kelly
Vice President for Marketing and Public Relations
Furman University

Marianne Pierce, Ph.D.
Senior Associate Academic Dean
Furman University

Courtney Tollison, Ph.D.
Assistant Professor of History
Furman University
Museum Historian

Boyd Yarbrough, Ed.D.
Special Assistant to the President
Furman University

Helpful Links:

www.upcountryhistory.org
www.furman.edu
www.heritagegreensc.com
www.greenvillearts.com
www.greenvillechamber.org
www.greenvillesc.gov
www.greenvillecounty.org
www.gspairport.com