

P PORTLAND
ART MUSEUM



Success Profile

Arlene and Harold Schnitzer Director



Contents

01 Our Client

02 The Role

03 Candidate Profile

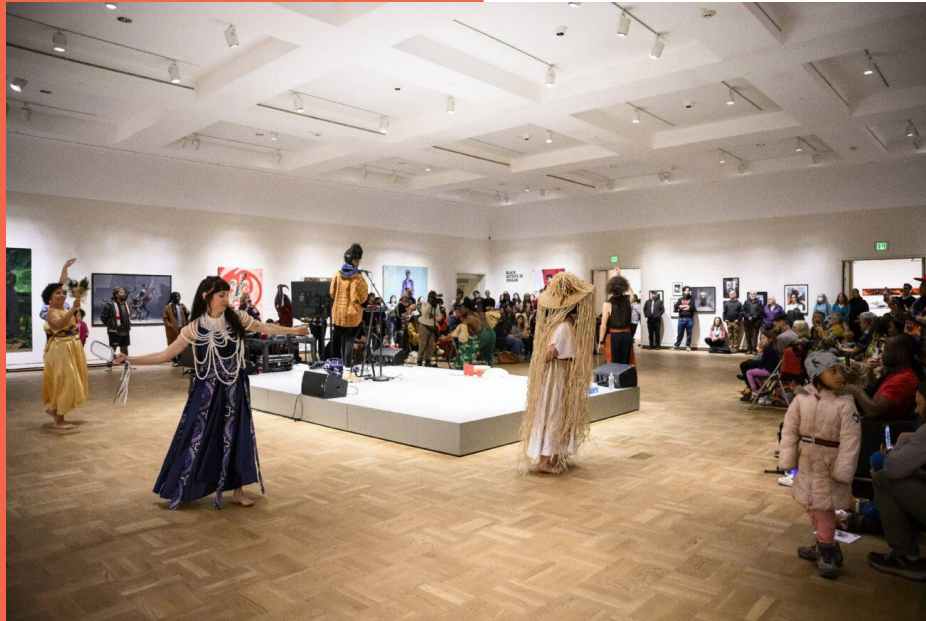
04 Contact



01. Our Client



About the Portland Art Museum



PAM's Philosophy

PAM strives to be an inclusive institution that facilitates respectful dialogue, debate, and the free exchange of ideas. With a deep commitment to artists—past and present—and freedom of expression, our collections, programs, and staff aspire to reveal the beauty and complexities of the world and create a deeper understanding of shared humanity. PAM is a place for all, inviting everyone to connect with art through their own experiences, voices, and personal journeys.

Founded in 1892, the Portland Art Museum (PAM) is one of the leading cultural institutions of the Pacific Northwest and a vital civic anchor in Portland, Oregon. For more than 130 years, the Museum has connected audiences to art and ideas that shape our world, presenting work by artists from the region and across the globe. Internationally recognized for its special exhibitions and expansive collection, PAM serves as both a dynamic cultural destination and an essential educational resource for the communities it serves.

A cornerstone of Portland's downtown cultural district, PAM recently completed a transformative campus expansion and renovation, adding more than 100,000 square feet of new and revitalized gallery and public space. The expansion seamlessly unites the Museum's historic Pietro Belluschi-designed building with the Mark Building, connected through the luminous Mark Rothko Pavilion. The Pavilion establishes a transparent and welcoming "front door," enhances accessibility, and creates intuitive circulation across four floors of galleries—reimagining how visitors encounter the collection and experience the Museum. This generational investment represents one of the most significant cultural capital projects in Portland's history and positions PAM for long-term growth and civic leadership.

Extending its reach beyond downtown, PAM CUT // Center for an Untold Tomorrow opened the Tomorrow Theater on Portland's Eastside in 2023, creating a new home for cinematic storytelling and new media. Together, the Museum and its film center form a multi-venue cultural campus that engages audiences across disciplines and neighborhoods.

PAM stewards a collection of more than 50,000 works spanning centuries and cultures. The holdings are particularly distinguished in European art; Pacific Northwest art; Native Northwest Coast, Plateau, and Western Oregon art; post-World War II American photography; and more than 25,000 prints, drawings, posters, and artists' books. The collection reflects a strong sense of place while engaging global perspectives, with works by artists including C.E.S. Wood, Ray Atkeson, Carrie Mae Weems, Mickalene Thomas, Marie Watt, and many others. In recent years, the Museum has expanded its acquisitions to more fully represent the breadth of artistic voices shaping our time.

Drawing on the depth of its collection and the strength of its community relationships, PAM presents ambitious exhibitions and public programs guided by a discerning curatorial lens that centers artists while drawing on deep research, historical context, and contemporary relevance. In 2024, the Museum served as co-commissioner of the United States Pavilion at the 60th International Art Exhibition of La Biennale di Venezia, featuring Jeffrey Gibson—demonstrating its growing national and international presence.

Through school partnerships, public programs, and expanded access initiatives, PAM is committed to reducing barriers to participation and fostering a sense of belonging for all who engage with the Museum. As it enters its next chapter, the Portland Art Museum stands poised to deepen its impact as a cultural convener, creative catalyst, and enduring civic institution.

01. Our Client



About the Portland Art Museum (continued)

Collections

The Portland Art Museum's collection spans ancient to contemporary art, with notable strengths in Native American, Northwest regional, Asian, American, modern and contemporary, and photography collections. PAM is distinguished for its commitment to the broad spectrum of Native American art, as well as its renowned collections of Asian art and the new Black Art and Experiences Initiative, a permanent, multi-gallery project to embed Black art, artists, and audiences into the museum's curatorial practice. Recent special acquisitions include Simone Leigh's Sentinel IV and Marvin Oliver's Spirit of the Future.

Visitor Engagement

PAM expects to welcome 300,000 visitors in 2026. Visitors in 2025 included 22,900 youth and 17,000 participants in public programs and events. Advancing PAM's mission to make art accessible to all, children are always admitted free and the Museum hosts Community Free Days throughout the year. The Museum is a vibrant cultural hub where art and community meet.

Reinstallation

With its Grand Reopening the Museum completed reinstallation of PAM's vast permanent collection, offering over 30 remarkable exhibitions, including captivating works by Mark Rothko, Pipilotti Rist, Rick Bartow, and Marco Brambilla. In their stunning new spaces, nearly 300 newly acquired works by artists such as Jeffrey Gibson, Simone Leigh, Ugo Rondinone, Wendy Red Star, Pedro Reyes, Marie Watt, and Carrie Mae Weems are on display. Approximately one-third of all works in the inaugural exhibitions are on view for the very first time.

Financials, Staff, & Governance

PAM's annual operating budget is \$27 million, and the endowment is currently valued at \$90M. The Museum employs a dedicated team of approximately 215 full-time staff (including 7 curators) and 200 volunteers. PAM is governed by a 54-person Board of Trustees. In November of 2025, PAM completed its \$146 million Connection Campaign propelled by 1200 donors. This landmark effort represents the most significant cultural and arts campaign in Oregon's history.

Community & Learning Programs

PAM advances lifelong learning and strengthening community connections through the arts. With a strong focus on accessibility and inclusion, its educational outreach touches thousands of students and teachers across the region annually. In 2025 PAM distributed nearly 2,500 art posters to classrooms and welcomed more than 9,000 students on 280 guided tours, helping young people engage with art in new and transformative ways.

Through the Educator Advisory Council, more than 550 educators worked alongside Museum staff over the past year alone to integrate the arts across the curriculum. PAM also proudly hosted the HeART of Portland Student Arts Showcase in 2025, featuring over 1,000 K–12 visual and performing artists, and celebrated with 80 LGBTQ+ youth at the annual POWER UP event. In addition, PAM's public and educational programs engage over 17,000 participants annually.

Between 2019 and 2024, PAM's learning programs served nearly 300 partner organizations in the city of Portland alone. Together, these efforts demonstrate the Museum's ongoing dedication to fostering spaces for discovery, dialogue, and creativity for learners of all ages.

01. Our Client



PAM CUT // Center for an Untold Tomorrow



Portland Art Museum's Center for an Untold Tomorrow (PAM CUT) is a vital part of the Museum, dedicated to expanding how cinematic and visual stories are created and experienced. PAM CUT celebrates storytelling from near and far, championing new voices, new audiences, and new forms of media. Its mission is to change how cinematic stories are told by broadening who is telling them and who is watching them.

Reaching beyond a single medium or platform, PAM CUT explores what's next in media art and storytelling. It supports media artists through nontraditional screenings, exhibitions, live events, artist service programs, and Co:Laboratory classes and workshops for youth and adults.

PAM CUT operates across three locations, including Tomorrow Theater, which sits at the intersection of art, film, music, design, and performance. In 2025, Tomorrow Theater hosted 265 film screenings and 160 live performances, welcoming more than 55,000 guests. Programs range from Carte Blanche talks with artists such as David Byrne, Miranda July, and Julio Torres to local films and performances that blend multiple art forms.

Each June, PAM CUT presents the Cinema Unbound Awards, a major West Coast cultural event highlighting Portland's growing role as an international hub for innovative artists and storytellers. Past awardees include Mickalene Thomas, Sterlin Harjo, Guillermo del Toro, Steve McQueen, Shirin Neshat, Sarah Sherman, and John Cameron Mitchell.

PAM CUT is part of an international consortium focused on XR storytelling and hosts the PLUS PLUS Festival of Tomorrow. Through exhibitions at the Blair New Media Gallery, partnerships with the Venice Biennale and PHI Center, and more than 125 annual screenings at Whitsell Auditorium, PAM CUT expands the definition of art—supporting artists, engaging new audiences, and shaping the future of media arts.



Audiences attending PAM CUT programs experience and create cinematic storytelling in many forms, storytelling which creates connections that bind our community and encourages a more vibrant, accessible, and diverse media-arts ecosystem.

02. The Role



Arlene and Harold Schnitzer Director Portland Art Museum

The Arlene and Harold Schnitzer Director of the Portland Art Museum reports to the Chair of the Board of Trustees and, in robust collaboration with the Board and team, will be responsible for setting and articulating a compelling vision that advances the Museum and galvanizes its stakeholders with a shared sense of purpose. PAM seeks a leader who will set a clear strategy and boldly guide the Museum forward, ensuring a clear path to an even more vibrant and impactful future.

The Director is charged with overall internal leadership of the Museum, including strategic oversight of the Museum's multi-venue model, including PAM CUT // Center for an Untold Tomorrow and the Tomorrow Theater, ensuring artistic alignment, operational strength, and long-term sustainability across platforms. They also play the primary role in representing the Museum externally to a wide variety of constituents and serve as the public face and spokesperson of the organization. The Director serves as PAM's principal fundraiser and forges strong external partnerships and collaborations.

Key Responsibilities

- Serves as the driver of the Museum's vision and strategic direction as well as long-term planning and goal setting and all operations.
- Leads strategic decision-making, executing priorities and goals which amplify the Museum's mission, ensuring the organization's dynamism and uncovering opportunities for further excellence and impact; ensures financial discipline; reaches out to broad communities; grows and diversifies audiences; and oversees the deployment of key assets, among other opportunities.
- Advances the reputation of the Museum and serves as its principal spokesperson and external leader; engaging actively with leaders throughout the community, region, nation, and beyond across all sectors.
- Leads extensive fundraising activity in partnership with senior management in development and with the Board, as well as collaborations and partnerships, particularly as they relate to major gifts, support from foundations, corporations, individuals, and beyond.
- Provides clear leadership for the staff and fosters an equitable and thriving organization with people at the center; nurtures a high-performing, positive culture and recruits, develops, and retains strong talent, while ensuring that organizational objectives and defined goals are accomplished and celebrated; lives with and models the values of humility, integrity, and authenticity as a leader.
- Ensures that the right people are in the right roles with the bandwidth and expertise to take responsibility for their respective functions, such that operations, capacity and systems are strong in alignment with the seasonally shifting needs of the Museum
- Leverages the skillsets and perspectives of the entire Board, working collaboratively with the Chair and Board of Trustees to ensure sound governance, cultivating a strong partnership and meeting regularly with the Chair, and meeting individually with Board members as appropriate.
- Assures the sustainability of the Museum, including strong operational systems and budgetary processes; makes decisions both collaboratively and efficiently and communicates them with transparency.

03. Candidate Profile



Personal Attributes and Competencies

The next Director of the Portland Art Museum will be an inspiring, strategic, and collaborative leader with the stature and credibility to lead the most impactful civic art museum in the region and an anchor institution for the Portland community. This role requires an individual with a track record of successfully leading sustainable impact as well as a demonstrated passion for the creative arts and arts education.

The candidate will bring a track record of success in fundraising and revenue generation, as well as demonstrated experience for managing teams and budgets of scale and significant complexity. They will have a deep appreciation for the unique mission of PAM, as well as the desire and ability to advance a vision for the years ahead.

The successful candidate will be highly skilled in collaborating with the Board and inspiring the team to push the boundaries of what the Museum can accomplish. This inspiring and collaborative leader can convey a vision of impact for the future, create a clear strategy for the path ahead, and build and lead an outstanding team.

Setting Vision & Strategy

Able to articulate and advance a compelling institutional vision for the Portland Art Museum at a pivotal post-capital moment, activating the expanded campus and positioning the Museum for sustained growth, relevance, and civic leadership. Thinks strategically to translate vision into clear institutional priorities, measurable goals, and disciplined execution. Demonstrates the ability to align artistic ambition, financial sustainability, audience engagement, and operational excellence into a cohesive long-term strategy. Brings the capacity to lead organizations through complexity, structural evolution, and cultural change while fostering a strong sense of shared purpose and belonging across staff, trustees, and community stakeholders. Understands the balance between creative innovation and institutional stewardship, including accreditation standards, governance best practices, and public trust.

Fundraising & Resource Development

Is comfortable with both fundraising as a critical element of continued growth and sustainability. Fundraises enthusiastically and proactively builds philanthropic and civic relationships and enjoys making the case for support; has a track record of expanding their organization's fundraising base and collaborating with others to raise significant funds. Has proven success forging and maintaining mutually productive relationships with peer institutions and partners to further an organization's impact.

Delivering Results

Sets high expectations and drives accountability for performance. Makes confident, timely decisions in complex environments, balancing risk, opportunity, and fiscal responsibility. Brings strong business acumen, including oversight of earned and contributed revenue, venue performance, and post-expansion financial resilience. Skilled in organizational design, executive team building, and strengthening operational systems. Partners effectively with the Board to support sound governance and institutional discipline.

03. Candidate Profile

Personal Attributes and Competencies (continued)

Collaborative Leadership & Management

Experienced leader of complex cultural organizations at scale, with demonstrated success strengthening executive structures and building high-performing senior teams. Clarifies decision rights, aligns talent to strategy, and ensures accountability for results. Leads with integrity, transparency, and cultural competence, operating effectively within an environment that includes a broad range of diverse constituents and communities. Creates a supportive and respectful workplace where differing perspectives are valued and where staff experience a genuine sense of belonging. Bridges disciplines and perspectives across art forms, connecting visual art, film, media, and emerging practices into a cohesive institutional vision that honors artistic excellence while advancing shared strategic goals. Makes thoughtful and, when necessary, difficult decisions in service of institutional performance and long-term sustainability, balancing empowerment with clear expectations and continuous improvement.

Building Relationships & Using Influence

A credible and confident ambassador who represents the Museum with distinction across artistic, philanthropic, civic, and business communities. Builds enduring relationships with trustees, donors, artists, elected officials, and cultural partners. Demonstrates strong emotional intelligence, sound judgment, and political acumen. Navigates complex stakeholder environments and governance dynamics with clarity and steadiness, including leadership transition and Board modernization. Able to communicate a compelling institutional vision that inspires confidence and mobilizes support at the highest levels.

Passion for the Mission

Deep commitment to the power of art and museums as civic institutions that shape dialogue, creativity, and community life. Committed to stewardship, possessing a forward-looking perspective on the evolving role of museums, balancing artistic excellence with financial sustainability and public trust. Thinks expansively about audience engagement and access, fostering a welcoming environment where visitors, artists, and staff experience a genuine sense of belonging.





04. Contact

Russell Reynolds Associates has been exclusively engaged to lead this search. Given the need for confidentiality throughout this process, prospective candidates are invited to reach out directly to our search consultants at PAMDirector@russellreynolds.com with a resume and brief explanation of interest.

We welcome nominations and expressions of interest to the Russell Reynolds team. All inquiries and discussions will be considered strictly confidential.

Katherine Armstrong

Russell Reynolds Associates
One Post Office Square, Suite 4000
Boston, MA 02110

Michael Singleton

Russell Reynolds Associates
277 Park Avenue, Suite 3800
New York, NY 10172

