



## **Cincinnati Museum Center**

1301 Western Avenue, Cincinnati, Ohio 45203  
cincymuseum.org

### **Cincinnati Museum Center Chief Digital Officer Search**

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## Cincinnati Museum Center

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### Welcome from the President & CEO

One of the last great train stations built, Union Terminal is a Cincinnati icon and one of the most widely regarded examples of the Art Deco style. Since its opening in 1933, Union Terminal has had a long and storied history, from welcoming soldiers home from World War II to becoming the home of Cincinnati Museum Center. The Rotunda inspires curiosity the moment you walk through the front doors. It boasts the largest free-standing half-dome in the western hemisphere and is brought to life in bold colors through the intricately-detailed Winold Reiss mosaics.

In its 83 years, Union Terminal has played host to presidents, soldiers going off to and coming home from war, celebrities of all sorts and millions of smiling visitors and families. In the course of those years, the building has also suffered the effects of aging and found itself in dire need of repair, putting the building's future in serious jeopardy. With the support of the citizens of Hamilton County, the future of Union Terminal, Cincinnati Museum Center and the community has been secured.

This is an exciting time at Cincinnati Museum Center as we undergo a \$212 million restoration project in our beloved National Historic Landmark home. Not only will the building receive the necessary structural updates to ensure our home for future generations, but it will undergo upgrades to its aging HVAC, electrical and technology infrastructure. We are eager to discover new talent that will bring an experienced and fresh perspective on making this institution a hub for state-of-the-art technology in our community with opportunities for future expansion.

People often refer to Union Terminal as the "Hall of Justice." I once read an article where Stan Lee said, "a superhero is a person who does heroic deeds and has the ability to do them in a way that a normal person couldn't. In order to be a superhero, you need a power that is more exceptional than any power a normal human being could possess, and you need to use that power to accomplish good deeds." Our staff tells stories through a creative and innovative approach. We drive a culture of excellence. And, we do it as a collaborative team, in conjunction with our community partners.

We are seeking leaders who are passionate about science, history and technology that will deliver on our commitment to excellence. This is a unique opportunity to be part of our growing culture and future success and we look forward to talking with you.

Elizabeth  
President & CEO  
Cincinnati Museum Center  
National Underground Railroad Freedom Center

## About Cincinnati Museum Center

### Our Museum

Cincinnati Museum Center (CMC) is a one-of-a-kind, multi-museum complex housed in Union Terminal, a historic Art Deco train station and National Historic Landmark. CMC's major offerings at Union Terminal include the Cincinnati History Museum, the Cincinnati History Library & Archives, the Duke Energy Children's Museum, the Museum of Natural History & Science and the Robert D. Lindner Family OMNIMAX® Theater. Museum Center is the largest cultural institution in the city of Cincinnati, with more than 1.4 million visitors per year. Our permanent and temporary exhibits are supported and complemented by a state-of-the-art collections and research facility, the Geier Collections & Research Center, educational programs, professional development programs for teachers, day and overnight museum camps, public lectures and programs, tours of historic sites and community-wide cultural events. CMC's collections encompass more than 1.8 million artifacts, art works and archives and are incorporated into our exhibition, research and education programs.

Additionally, CMC is working in collaboration with our partners at the Ohio Chapter of the Nature Conservancy to protect the Richard and Lucille Durrell Edge of Appalachia Preserve System for more than 50 years. The Preserve is the largest privately-owned protected natural area in Ohio at 16,000 acres. It provides critical habitats for more than 100 rare plant and animal species. The Eulett Center is CMC's research and education facility at the Preserve. It has increased staff research capabilities, greatly expanded opportunities for educational programming and has enhanced the Preserve's relationship with the Adams County community.

### Our Vision

Cincinnati Museum Center will be known for its commitment to understanding the richness of our past, present and future by providing world-class learning experiences for children and adults.

### Our Mission

Cincinnati Museum Center inspires people of all ages to learn more about the world through science; regional history; and educational, engaging and meaningful experiences.

### Leadership

As part of the leadership team of the museum, the position will engage with key stakeholders and staff including:

- **Elizabeth Pierce, President & CEO**

Elizabeth Pierce has earnest passion to fuel curiosity, unleash wonder and celebrate knowledge. As the President and CEO of Cincinnati Museum Center, she sees limitless potential to evoke a spirit of discovery, creativity and critical thinking for people of all ages. At the heart of her leadership is a deep understanding of CMC's impact on the lives of people in this community and across the globe. She is an advocate for early childhood education and lifelong learning, beginning her career at Chicago Children's Museum. She carried that passion to Cincinnati in 1999, serving as a communications consultant to CMC in 2001. Her relationship with the organization grew deeper through regular visits to Union Terminal with her young sons. She joined the Duke Energy Children's Museum Advisory Board in 2004, serving as the chair of the advisory board and as a CMC trustee, before joining staff as Vice President of Marketing & Communications in 2007. Elizabeth holds a B.A. in History from Miami University (OH) and M.A. in Museum Studies/Administration and American Studies from The George Washington University.

- **Dave Duszynski, Vice President of Featured Experiences and Customer Services**

Dave Duszynski came to the Museum of Natural History on Gilbert Avenue in 1985 as the Planetarium Director, just in time for Halley's Comet. In 1990, along with the opening of Cincinnati Museum Center at Union Terminal, Dave assumed responsibility of the Robert D. Lindner Family OMNIMAX® Theater operations, and has been a consulting producer on many OMNIMAX® films for the past 25+ years. Dave is also currently responsible for bringing us world-class special exhibitions, customer service operations and retail operations. He holds degrees in Astrophysics and Communications from Michigan State University and shares his enthusiasm for the night sky with our staff. For Dave, working in a museum provides the ideal opportunity to spread knowledge about the wonders of culture, the wonders of science and the wonders of the universe, all while providing ongoing opportunities for learning.

- **Jill Berkemeier, Vice President for Finance and Administration & Chief Financial Officer**

Jill Berkemeier is a finance professional with over 20 years of experience, most recently serving over seven years in the top financial role with Global Novations, LLC. During that time she successfully managed the completion and integration of three acquisitions, implemented new systems and processes to form the backbone of the business and provided enhanced financial and operational data to improve results and facilitate growth. She has previously held roles as the Director of Financial Analysis, Assistant Controller, Internal Auditor and Staff Accountant. Jill holds a B.A. in Accounting from Thomas More College, is a Certified Public Accountant (CPA), Chartered Global Management Accountant (CGMA) and active member of the American Institute of Certified Public Accountants and the Kentucky Society of Certified Public Accountants.

- **Whitney A. Owens, Chief Learning Officer**

Whitney Owens is an Ohio native who has spent nearly 20 years in informal science education creating dynamic visitor experiences to engage and inspire audiences of all ages. Whitney has helped lead institutions through periods of transformation and growth that guide them to be more relevant, responsive and exciting places within their communities. She told compelling stories and created learning experiences at The Field Museum in Chicago and most recently lead public and school programs as Vice President of Education and Guest Experience at Great Lakes Science Center in Cleveland. She has also held positions with the Natural History Museum of London, Kansas City's Science City at Union Station and Sprint. Whitney is a graduate of Northwestern University and holds a M.A. in Cultural Management from the City University of London.

- **Sabrina Ragan, Vice President of Institutional Advancement & President of the Cincinnati Museums Foundation**

Sabrina Ragan grew up in Cincinnati and spent a lot of time exploring and learning at Cincinnati Museum Center. She is fortunate to utilize her fifteen years of philanthropic fundraising experience to bring new opportunities and growth to CMC. Sabrina spent thirteen years in development at The Ohio State University, most recently as Chief Development Officer for the College of Medicine. During that time she developed and implemented complex annual marketing campaigns and personally obtained and stewarded generous gifts from individual donors. Sabrina is a graduate of Spring Hill College in Mobile, AL where she holds a degree in marine biology. Working at CMC continues to foster her life-long curiosity in both history and science. She is proud to be a part of a place that is creative in preserving our past, while using history and science to challenge our understanding of today for the future.

- **Clarence G. "C.G." Newsome, Ph.D., President, National Underground Railroad Freedom Center**  
Dr. C.G. Newsome was named president of the National Underground Railroad Freedom Center (NURFC) in August 2013. As a leader, C.G. is known for creating and implementing successful fundraising programs, building efficient organizational structures, forging strategic community partnerships and communicating compelling visions of the organizations he leads. He is also a true team builder, inspiring volunteerism and encouraging an entrepreneurial leadership style within a nonprofit framework. He currently serves as a member of the Duke University Board of Trustees, is past president of Shaw University and previously served as dean of the School of Divinity at Howard University. C.G. is a triple alumnus of Duke University, receiving a B.A. in religious studies, a M.Div. and a Ph.D. in American religious history. C.G. was the first African American scholarship athlete to graduate from Duke where he lettered in football.
- **Susan Redman-Rengstorf, Vice President of Institutional Advancement, National Underground Railroad Freedom Center**  
Susan Redman-Rengstorf is an innovative and accomplished leader with entrepreneurial passion, drive and vision. She combines experience and expertise managing organizational change from new start-ups to the restructure of existing organizations. She has a proven track record of generating revenue and increasing support bases for diverse local, regional and national nonprofit organizations. Susan has previously served in executive leadership positions in fundraising and management at the American Red Cross (Cincinnati), the National Conference for Community and Justice (New York City), Cincinnati Ballet and Rock Castle Historic Site (Nashville). She is a founding employee of the Freedom Center where she oversaw the design and implementation of the \$110 million capital campaign for the new museum from private and government funds at the local, state and federal levels.

## Chief Digital Officer

### Role

The CDO will oversee all technology activities for Cincinnati Museum Center, the National Underground Railroad Freedom Center, Cincinnati Museums Foundation and all other subsidiaries under Cincinnati Museum Center's umbrella. This role will create the technology vision and will both advocate and collaborate with the Senior Leadership across the organization to lead the strategy development and implementation of the organization's technology infrastructure and platforms.

The position will be thoughtful and creative in imagining and implementing technology-based experiences that engage and immerse our visitors into a world of history, science and childhood education. Additionally, there's a balance of creativity and vision with practical implementation in finding ways to increase the efficiency and utilization of the IT and business systems of the organization to increase data analytics and decision-making capabilities while being mindful of the overall financial and staffing impacts.

This position is integral to the long-term vision and strategy of the organization. You will make a difference.

### Primary Responsibilities

- Generate long-term strategic vision for technology planning, development, implementation and use across the organization
- Work closely with Senior Leadership to develop and align technology needs and functionality with business-driven goals and visitor-driven experiences
- Provide expertise and leadership where needed relative to all digital experiences, including website, ecommerce, social media, digital collections, exhibits and theaters
- Design, develop, and implement story and content driven digital experiences that enhance the galleries and visitor experience
- Oversee, manage and improve business systems use and integration with a particular eye at removing data and analytics silos in order to allow more effective decision making and potential engagement and marketing with visitors
- Oversee, manage and improve technology infrastructure at all facilities including Union Terminal, Geier Collections & Research Center, the Edge of Appalachia and the National Underground Railroad Freedom Center
- Provide leadership with the design and construction teams on the implementation of the already designed technology infrastructure at Union Terminal including but not limited to PON, DAS, Wi-Fi network, upgraded security system, BAS, video wayfinding, video messaging, integrated AV and distance learning infrastructure
- Manage technology systems, realizing efficiencies, reducing support costs and minimizing staff overhead to align with overall corporation as it relates to operating, capital and cash flow

- Develop a top notch team that is forward thinking and responsive to end user (both internal and external) needs
- Leverage donor, Board, community and vendor relationships to minimize hard dollars for technology services and solutions, in collaboration with Senior Leadership

### **Selection Criteria**

- Leadership in the field with demonstrated success at a senior level in developing and delivering innovative digital and technology strategies designed to engage audiences and support business operations
- Experience in creative storytelling, exhibition work and interactive experiences
- High level conceptual and analytical skills and the demonstrated ability to take a lateral approach to problem solving
- Experience in overseeing and management of all digital experience, media and technology infrastructure in a comparable organization
- Demonstrated success in a senior leadership role with experience in developing and managing diverse teams and fostering individual performance
- Significant experience in business planning processes and proven experience in developing and managing departmental planning, process and budgets
- Communication skills with the proven ability to engage and collaborate with, and gain support from, internal and external stakeholders, funders and partners
- Experience in developing and overseeing new digital programs and technology infrastructure as part of an expansion or the creation of a new building

### **Other Responsibilities**

- Self-motivated team player who will fit well into a high-demand, fast-paced work environment
- Demonstrated commitment to provide the best support possible for our IT infrastructure
- Minimum of 40 hour work week; ability to provide reasonable 24/7 emergency response, maintenance and problem solving outside of standard operating hours

## Digital Survey of Cincinnati Museum Center

The current IT team has changed dramatically over the last year. The leadership team has recently attempted to strike a balance between supporting critical needs during this time of change while providing the maximum amount of flexibility for an incoming CDO.

### Current Staffing

- The System Administrator is a long-time employee of CMC that provides help desk and front line end user support, while adapting to changes in hardware and software.
- There are currently two employees who are managing key databases within the institution, including ticketing, finance and development software. One of the individuals was recently promoted to director of the database group and also has an interest in being involved in network management. The other associate was recently moved into the group from the Visitor Services team, has significant experience in working with the ticketing system and is currently completing an IT degree.
- The current network administrator is an external consultant through an outside service provider called Interlink. This person also provides assistance and management for the previously mentioned System Administrator. This position was vacated in the spring and we will continue to use the full-time consultant until the incoming CDO develops a staffing plan.
- We are currently seeking candidates for a videography/video production position primarily to manage projects for the marketing team. We will also be seeking to re-hire a senior video producer who will have a significant creative role in creating media for new exhibits that will come online after the Union Terminal restoration project.
- NURFC has 1 full-time and 1 part-time dedicated IT resource who are managed remotely. The full-time employee provides front line support for staff and backup support for exhibits technology and AV needs at the NURFC building location. The part-time employee has a long tenure dating back to the opening of the NURFC and handles exhibits technology and AV support.
- The AV needs for Union Terminal, both internal needs and the needs of external event clients, are currently being handled by two OMNIMAX® Theater staff who have been reassigned with these and other responsibilities during the restoration project. Both of these individuals have significant experience in handling AV in this way in prior staffing plans.

### Systems & Infrastructure

- Most of the existing hardware is housed at Union Terminal with connections to Geier (one mile away) and to NURFC (two miles away). There is also a satellite connection to Court Street (one mile away) during the restoration. Our exhibit team is working 7 miles away at Este Avenue and is connected only by cell phone and VPN access.

- The following is a list of significant software being used by CMC
  - SiriusWare — ticketing and reservations; also the system of record for Membership
  - Raiser’s Edge — Philanthropy
  - SharePoint — for internal workflows and processes (will move to Office 365 likely in 2017)
  - MIP / Drillpoint / Microix — for NFP and FP accounting
  - Star and EMU — for collections management (interested in finding a single option that would work for history, science, paper and 3D collections)
  - Paycor — payroll and HR
  - Exact Target — email automation
  - Outlook
  - Office — (with Office 365 to be implemented in 2017)
  - Adobe Creative Cloud
  - Basecamp — online project management
  - Dropbox Enterprise
  - There is a somewhat functioning data connection between Raiser’s Edge and SiriusWare
  - Users are mostly in a Windows environment with some high end users of MacOS

## **Exhibition Development**

- As part of the building restoration, roughly 80% of the exhibits were removed and destroyed in the history and science sections of the museum. These exhibits were more than 25 years old and had varying uses of technology, but nothing compared to what could be incorporated in a more modern museum environment. All of these exhibit areas need to be rebuilt with new exhibits over the next five years. We envision that the IT team, in particular the CDO, will be fully integrated into the exhibit design process to help imagine exhibits with cutting edge use of technology — not for technology’s sake, but for the purpose of enhancing the learning process and visitor experience. The technology design ideas can be carried out both internally (IT teams and exhibit teams) or externally.

## **Website / Social Media / Online Overview**

- CMC’s current website is roughly 5 years old, with current day-to-day management being handled by the Marketing team. It was created by Open Field Communications, written in drupal, and currently maintained by RLA Technologies. CMC staff can edit roughly 95% of the content, but any new formatting must be handled by RLA, as well as content update on the home page. A mobile version was created one year ago by a departed CMC staffer. The mobile site has limited capabilities, but can pull main headers and some content from the main website. A major frustration for the main site is that it cannot automatically pull information from SharePoint, where all of our programming information resides.
- E-commerce has also been a frustration with the website. A recent revision to the E-commerce function has been written by SiriusWare developers specifically at our request. This new interface is currently in testing phase.
- A blog component to our website was rolled out in September 2016.
- Social Media functions also reside with the Marketing team.

## **Expansion at Union Terminal**

Cincinnati Museum Center is at a crossroads. Public funding to restore/preserve Union Terminal will stabilize and modernize the iconic landmark. These levy-backed improvements, dedicated to the building envelope and infrastructure, provide a unique opportunity to re-imagine the visitor experience. We aim to couple a restored Union Terminal with redesigned and new exhibits that inspire visitors to learn about our world. They will promote critical thinking and transform how Cincinnati engages with science, technology, engineering and math (STEM) in the context of our regional history.

### **Need**

Research on museum audiences (American Alliance of Museums, 2015) asserts that today's visitors want museums to "transport" them. Engaging, interactive activities that challenge all the senses; being immersed in a new environment; offering new perspectives—these are the windows to learning that make the museum experience special. Beginning in 2006, our board identified the need for hands-on applied science exhibits as a priority. Although we are already Cincinnati's preeminent center for informal science education, exhibits created in the 1990s do not adequately reflect recent technological advances. Yet effectively engaging young people in STEM is vital to our region's and our country's future. According to the Greater Cincinnati STEM Collaborative, 80% of the jobs created in the next decade will require math and science skills. Unfortunately, an astonishing 44.5% of Cincinnati Public Schools' eighth graders tested below proficient in science (Ohio Report Card, 2014). To spark STEM interest and achievement, museums are crucial. The Role of Informal Science in the State Education Agenda (National Governors Association Center for Best Practices, 2012) reports, "Informal science education extends student learning beyond the classroom through hands-on activities that let youth discover and practice STEM concepts. Evaluations over the last decade...consistently show that such programs... generate student interest in pursuing STEM studies and careers."

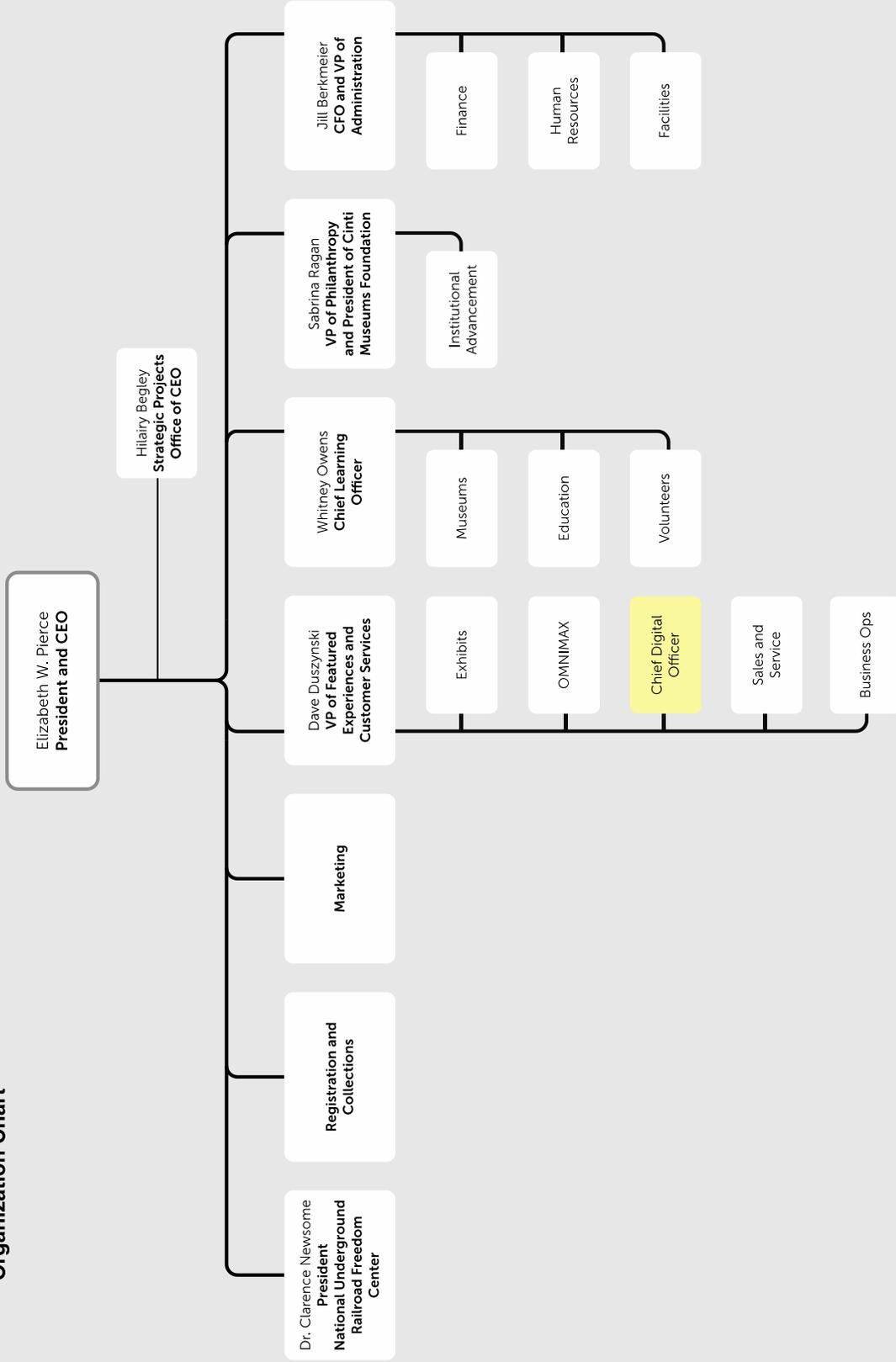
### **Next Generation Exhibits at Union Terminal**

Museum Center's multi-museum, multi-disciplinary complex allows us to approach STEM and critical thinking not as isolated topics but as multi-layered moments of insight. We intend to integrate STEM content throughout our three museums, reexamining current exhibits and using new, cost-effective technology to revitalize the visitor experience. Further, because amazing science is happening in our community, we will engage the expertise of many local partners in shaping these upgrades. Informed by best practices in the museum industry, we will develop a wide variety of appealing topics. Rather than a single exhibit leading to one grand opening, we envision a phased deployment of numerous highly marketable exhibit experiences. This will drive renewed interest and visitation over the years. Each new attraction will bring new audiences, new partners and new sponsors. Additionally, the impact will extend beyond our walls, as we partner with schools throughout the region. Teacher workshops and school outreach programs will allow us to expand awareness of our STEM learning model beyond our walls.

### **Current Status**

- Design for the new building and construction documents are complete
- Guaranteed Maximum Price (GMP) set inclusive of approximately \$3.9M in technology
- \$900k AV infrastructure
- \$850k security upgrades
- \$1.2M PON network system including replacements for copper cabling
- Distributed Antenna System
- Wi-Fi network through facility

# Cincinnati Museum Center Organization Chart



## About Cincinnati

Amidst the gently rolling hills along the Ohio River, Cincinnati spreads from the southwestern corner of Ohio into Northern Kentucky and southeastern Indiana. The metropolitan area consists of 15 counties and is home to over 2.1 million people. Greater Cincinnati is the headquarters city for various national and international companies including nine Fortune 500 and two Fortune 100.

Cincinnati's downtown area continues to undergo a massive revitalization, attracting more businesses and young professionals to enjoy shopping, dining and recreational experiences. We are home to both professional and amateur sports, dozens of museums and world-class performing arts, outstanding parks for nature enthusiasts and some of the best high schools, colleges and universities in the region.

Getting around the city is easy via major freeways, an international airport, designated bike lanes, a bus system and a newly opened streetcar. We have a growing food scene and are loyal to our Cincinnati-style chili, famous French Pot ice cream, goetta, barbecue and brewing heritage. We experience a true four-season climate in Cincinnati. It's easy to fall in love with this family-friendly midwest city!

## Seasonality

Summers are warm to hot and humid, with highs averaging in the low 80s. Severe thunderstorms are common in the warmer months. Winters tend to be cold and snowy, with January, the coldest month, averaging in the low 30s. An average winter will see around 22 inches of snow.

## Transportation/Accessibility

- Located within one hour's flight or a day's drive of 60% of the U.S. population
- Northern Kentucky and downtown Cincinnati create a two-state riverfront hot spot
- Cincinnati/Northern Kentucky International Airport (CVG) is served by 8 airlines and is Delta Air Lines' second largest hub. Discount airlines Frontier and Allegiant are popular with leisure travelers and CVG recently announced that Southwest Airlines would begin daily operations in June 2017.
- CVG airport is 15 minutes from downtown Cincinnati
- NEW Streetcar - an electric mode of transportation operating in its first phase on a 3.6-mile loop that runs north to Over-the-Rhine and south to The Banks of the Ohio River. Running up to 18 hours a day and 365 days a year, the streetcar is a vital complement to the city's existing Metro bus and other transportation systems.

## Cincinnati Accolades

- Included on Travel + Leisure's "[50 Best Places to Travel in 2017](#)" – one of only seven U.S. cities to make the prestigious list.
- Lonely Planet recently named Cincinnati No. 3 on their list of top 10 U.S. Travel Destinations.
- One of the best places to live in the United States, according to a 2014 ranking from Livability.com.
- Named one of six small cities with big food scenes by USA Today in 2014.
- Named the Best Walking City in Ohio and ranked 20th in the nation, according to Prevention magazine and the American Podiatric Medical Association.
- Esquire magazine ranks Cincinnati as seventh on its top 10 list of "Cities that Rock". Cities were chosen based on the talent in their music scenes, venues and record stores.
- In 2012, Cincinnati took the title of "Most Social City" in the world for Mashable.com's Social Media Day.

- USA Today listed Cincinnati as one of the “10 great beer festivals” in the summer; Oktoberfest-Zinzinnati is recognized as the world’s second-largest authentic Oktoberfest.
- In June 2012, American Style magazine ranked Cincinnati No. 9 among its list of 25 Midsize Cities for Art.
- Ranked one of the nation's 10 smartest cities in a 2013 Movoto blog list.
- Ranked one of the nation's 10 greenest cities in 2014 by NerdWallet Finance.

### **Cincinnati Media**

- See why Cincinnati is becoming a “[Must see Midwestern City](#)” from the Lincoln Journal-Star.
- Think the Rust Belt is rusty? Think again. Vogue declares Cincinnati one of the cities making the [Rust Belt Shine Again](#).
- Still not convinced that Cincinnati is the city for you? Take a look at some dreamy shots of the beautiful Queen City in one of the favorite blogs of the locals, Cincinnati Refined, [here](#) and [here](#). We dare you to try and find [24 reasons you wouldn't enjoy life in Cincinnati!](#)

## Timeline

- **Inquiries / Questions due:** February 10, 2017  
Inquiries should be sent to:  
Dave Duszynski, VP of Featured Experiences and Customer Services  
dduszynski@cincymuseum.org
- **Closing Date for Applications:** February 20, 2017
- **Short List of Candidates & Notifications:** Week of February 27, 2017
- **Phone Interviews:** early March, 2017
- **Onsite Interviews:** March, 2017
- **Position to be filled in spring, 2017**

## How to Apply

Applications for the position should include the following:

### 1. Personal Details

- Full name
- Address – work and home
- Contact telephone numbers – including mobile
- Confidential email address

### 2. Curriculum Vitae / Resumé

- Details of all positions held, including title, dates, responsibilities and key achievements
- Details of sector experience including professional organizations, committees, speaking engagements, etc.
- Details of education, professional training and/or other qualifications
- Any other relevant information (Awards, panels, community initiatives, etc)

### 3. Candidate's Statements

This is a series of brief statements containing a short response to each of the Selection Criteria taking into account experience, previous roles and expertise, your understanding of Cincinnati Museum Center and what you would bring to the role. *This should be no more than three pages total.*

### 4. References

Contact details of three references including:

- Name
- Relationship to candidate
- Telephone number and email address

### 5. Date of Commencement

Please provide an indication of the earliest date on which you could commence in the role.

### 6. Apply Online

Please submit all materials online at <http://www.cincymuseumgroup.org>.