

Whitechapel Gallery Appointment of Director





Installation view of Anna Maria Maiolino:
Making Love Revolutionary, Whitechapel
Gallery, Autumn 2019, Photo: Damian
Griffiths

Cover: Whitechapel Gallery Facade, 2019.
Photo: Anthony Coleman

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Welcome

Dear Candidate,

Whitechapel Gallery Facade, 2019
Photo: Anthony Coleman

The historic mission of Whitechapel Gallery is to serve the people of London by giving a platform to world-class art. For over a century, the Gallery's Directors have brought that mission to life by opening its doors to celebrated artists from Pablo Picasso and Frida Kahlo to Yoko Ono and Theaster Gates.

Offering a vision of continual renewal, the Gallery has thrived by reimagining the encounters that people can have with art. Across the fields of curating, education, public engagement and research, the dedicated team at Whitechapel Gallery has presented its publics with ever more inventive events. To realise its ambitions, a range of strategies have been crafted and implemented to support the Gallery at every stage of its growth.

To sustain its success, Whitechapel Gallery has required visionary leadership. It has also demanded an exquisite awareness of what institutions need through periods of change.

The Gallery is now ready to move into the next phase of its development. We look forward to welcoming a new Director to our community of energetic professionals committed to delivering a rich range of artistic and intellectual practices to the people at its heart.

Dr David Dibosa

Chair of Trustees, Whitechapel Gallery

Whitechapel Gallery's History

Established in 1901 by Canon Samuel and Henrietta Barnett, Whitechapel Gallery's founding mission was to 'bring great art to the people of East London'. Its pioneering artistic and educational programmes have since grown in content and influence locally, nationally and internationally, bringing audiences together in what is now one of the world's most exciting cultural quarters.

Architect Charles Harrison Townsend paved the way for the spirited Whitechapel Gallery of today; his design removed a common physical barrier to art – steps – ensuring that the Gallery's entrance and ethos sat side by side with the bustling high-street outside.

Diversity, entrepreneurship, intellectual experimentation – Whitechapel Gallery's core values – are at the heart of what defines twenty-first century social and economic imperatives. It has often been a catalyst for personal and political transformation, and is crucially a place where artists know they can realise their vision and reach a wide public.

It is similarly a Gallery of firsts, having hosted the UK premiers of modern masters including **Jackson Pollock, Mark Rothko, Barbara Hepworth, David Hockney, Lucien Freud and Cindy Sherman**. In 1939 **Picasso's** masterpiece, *Guernica*, was displayed at the Gallery on its first and only visit to Britain – the price of entry: a pair of boots at the artist's request.

Artists continue to be at the heart of Whitechapel Gallery. For 120 years it has offered solo exhibitions to creatives from around the globe working in all media, from painting and performance, to moving image and the environmental. Since expanding in 2009 the Gallery's capacity to showcase artists has dramatically increased, making way for surveys and commissions by major living artists over the past decade including **Leonor Antunes, Kader Attia, Zarina Bhimji, Mel Bochner, Sophie Calle, Mark Dion, Inci Eviner, Paul Graham, Isa Genzken, Guerrilla Girls, Mary Heilmann, Emily Jacir, Mikhail Karikis, William Kentridge, Peter Liversidge, Sarah Lucas, Goshka Macuga, Anna Maria Maiolino, Rivane Neuenschwander, Katja Novitskova, Giuseppe Penone, Laure Prouvost, Walid Raad, Michael Rakowitz, Eva Rothschild, Thomas Ruff, Thomas Struth, Richard Tuttle, Gillian Wearing, Rachel Whiteread and Christopher Williams**.

Retrospectives of historic figures have featured **Hannah Höch, Chris Marker, Alice Neel and Eduardo Paolozzi**. Thematic shows have celebrated modern art from South Asia and the Arab world as well as Eastern Europe and the Americas. Public and private collections presented to London audiences for the first time have hailed from Greece, Italy, the Middle East, Russia, Spain and the UK.

Alongside these exhibitions, Whitechapel Gallery's public programmes and education and community activities have inspired millions over the years and offered visionary models of engagement that have been adopted by leading cultural institutions worldwide. From pioneering artist residencies in schools in the 1970s, to ongoing Creative Careers workshops for young people, the Gallery continues to inspire new generations.

Whitechapel Gallery's Vision, Mission and Values

Vision

To bring modern and contemporary art and ideas to local, national and international audiences and to promote free thinking, creativity and learning.

Mission

To present a diverse and consistently excellent programme of exhibitions, events, publications and educational activities; to expand our audiences; and to maintain and conserve a landmark building.

Values

To be a pioneering, professional, inclusive, entrepreneurial and outwardly-facing organisation.



Michael Rakowitz, *White man got no dreaming*, 2008. Installation view.
Photo John Nguyen/PA Wire
Courtesy Whitechapel Gallery



Aims

Programme

To present a consistently excellent and diverse programme of exhibitions, commissions and displays of modern and contemporary art; to disseminate art and ideas through events, debates, activities and publications; and to contribute to the cultural heritage of the future through the stewardship of our archive.

Audiences

To programme and communicate with the aim of broadening our audiences locally, across London, nationally and worldwide; to foster diversity and inclusion in our visitors; and to promote Whitechapel Gallery as a cultural destination.

Organisational

To be a diverse, professional, entrepreneurial and outwardly-facing organisation and a fair and responsible employer. To work within sustainable resources and financial parameters and with clear structures of governance.

Building

To create an accessible and welcoming social, intellectual and artistic place for reflection, creativity and innovation. To maintain and conserve the architectural legacy of Whitechapel Gallery and former Library in accordance with their historic building listed status.

Duchamp & Sons Youth Takeover,
2019, in *Is This Tomorrow?*
(14 February – 12 May 2019) at
Whitechapel Gallery. Photo: Rob Harris



Current Programme

Exhibitions

Across eight galleries and three seasons per year, Whitechapel Gallery presents three main strands of artistic programme. Exhibitions, displays and commissions are global in scope and aim to be inclusive and diverse. The Director works closely with the Chief Curator and Curatorial Team to select artists and identify themes.

Installation view of Christina Quarles' works featured in *Radical Figures: Painting in the New Millenium*, Whitechapel Gallery, Spring 2020, Photo: Dan Weill

Monographic and group exhibitions

These include surveys of living artists who have established a substantial body of work that can occupy two floors of the Gallery. They are selected based on aesthetic significance, contemporary relevance, international profile and ability to sustain an audience over a four-month period.

Group exhibitions may focus on an emerging trend or explore a theme. Every three years we present *The London Open*, an open-submission, jury-selected exhibition featuring artists who live and work in London.

The Gallery is committed to bringing figures and movements that have been overlooked due to identity or geography, or which have relevance to the present, into the modern canon. An annual exhibition features either a monographic retrospective or a thematic survey.

Collection and Archive Displays

Whitechapel Gallery presents guest collections of rarely seen works from around the world. Collection displays are generally presented over the course of a year; works are selected either by the Gallery or guest curators, most notably artists. The displays have recently been extended to include complimentary selections made by local communities, schools, youth groups, families or students from the Gallery's MA course *Curating Contemporary Art & Public Programmes*; these are presented in our Project Galleries.

A pioneering Archive display programme maps exhibition histories by drawing on the Gallery's 120-year archive and by hosting guest archives.

Commissions

Supported by the Commissioning Council, the Gallery invites one artist per year to create a site-specific work for Gallery Two, the former Passmore Edwards Library. They are invited to create a work inspired by the architecture, history or neighbourhood of the building.

The work resulting from the biannual Max Mara Art Prize for Women residency in Italy is also premiered in Gallery Two.

Artists' Film International

Whitechapel Gallery leads a worldwide consortium of arts organisations who each nominate a film by an outstanding moving image artist from their region. The work is then screened by all 22 partners.



Ben White and the Whitechapel Gallery Youth Forum hosting the Night at Whitechapel Gallery in the Creative Studio, photo: Dan Weill

Education and Public Programmes

The Director liaises with the Director of Education and Public Programmes and their team to develop interpretation for the exhibitions and identify overarching themes for exploration in public events, including our annual *Nocturnal Creatures* festival. The Education programme currently consists of four main strands:

Families

Our families programme offers parents, carers and extended or chosen families the chance to explore Whitechapel Gallery exhibitions in fun and playful ways. Offers include artist-led family days, our Reading is Fundamental series and artist-designed 'Family Packs', which provide an inspirational resources for families both in the Gallery and off site.

Schools and Teachers

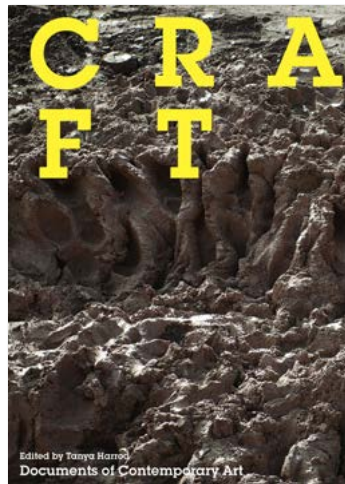
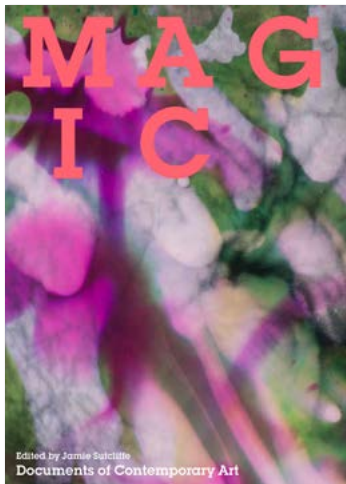
The Gallery has long worked with schools and teachers in Tower Hamlets, Hackney and Newham – many of which have seen their art provision reduced or eliminated in recent years – to engage them with art, culture and ideas. Through workshops for schools and teachers, artist-led and self-guided tours and artist residencies in local classrooms, students of all ages are encouraged to harness their creativity.

Youth Programme

We provide events, workshops and collaborative projects for 15–24-year-olds to learn more about contemporary art and creative futures. Our youth collective, Duchamp & Sons, meets regularly with artists, while our ongoing Creative Careers initiative helps inspire and equip a new generation in the creative industries.

Community

Our east London neighbours are integral to who we are and what we do, and our local partnerships are formed with and for those on our doorstep. We work with over 30 local groups to ensure the Gallery is welcome and relevant to those from diverse lived experiences.



Publishing

The Director provides editorial guidance for all publications, contributing introductions to exhibition catalogues and the *Documents of Contemporary Art*, co-published with MIT Press.



Charitable Status and Governance

Whitechapel Gallery is an unincorporated registered charity (no. 312162) with a corporate trustee, Whitechapel Gallery Trustee Limited, the directors of which are the charity trustees. It has two subsidiary companies: Whitechapel Gallery Ventures Limited, incorporated in April 2005 to carry out the commercial trading activities of the Gallery; and Whitechapel Gallery Estates Trust, incorporated in May 2011 to hold the deeds to the Gallery's property.

Melanie Manchot, Performance in
Exchange Square for Art Night 2017

Whitechapel Gallery is a National Portfolio Organisation of Arts Council England, which provides over one-third of our annual income. This funding is currently confirmed through 31 March 2023, with an application for renewed support from 2023–26 being prepared for submission in April 2022. The remainder of our budget comes from a range of earned income sources (including ticket sales, limited edition artworks, publications, venue hires, archive licensing rights and income from our franchised bookshop and restaurant) and raised income from individuals, companies, trust and foundations and statutory funders.

The Gallery is overseen by a diverse **Board of Trustees**, which is chaired by Dr David Dibosa and meets quarterly. The Trustees represent a range of experiences, from art, curation and education to local government, law and finance. Working closely and collaboratively with the Director and Senior Management Team, they have comprehensive oversight of the organisation. The Finance Sub Committee of the board meets quarterly and reports to the main board on finance and investment matters. The separate Board of Directors of Whitechapel Gallery Ventures also meets quarterly to advise on the various commercial activities of the Gallery. Finally, the Nominations Sub Committee of the board meets annually to review trustee matters.

Further details, including the most recent annual report, can be found at [WHITECHAPEL GALLERY - 312162 \(charitycommission.gov.uk\)](https://www.whitechapelgallery.org/charity-commission)

Let's Create: Arts Council England's 10-year Strategy

Whitechapel Gallery is proud to be one of Arts Council England's (ACE) National Portfolio Organisations. ACE's core grant to the Gallery provides over one-third of its annual income.

ACE launched their new 10-year strategy, *Let's Create*, in January 2020. In order to realise the vision outlined in this strategy, three **Outcomes** have been identified, delivered by funding according to four **Investment Principles**, which will be embedded in the activities of organisations that receive their funding.

The three main Outcomes for *Let's Create*:

- Creative People: Everyone can develop and express creativity throughout their life
- Creative Communities: Villages, towns and cities thrive through a collaborative approach to culture
- A Creative & Cultural Country: England's cultural sector is innovative, collaborative and international

These Outcomes will be delivered as a result of the four Investment Principles:

- Inclusivity and Relevance: England's diversity is fully reflected in the individuals and organisations we support and the culture they produce
- Dynamism: Cultural organisations and individuals are dynamic and able to respond to the challenges of the next decade
- Ambition and Quality: Cultural organisations and individuals are ambitious and committed to improving the quality of their work
- Environmental Responsibility: Cultural organisations and individuals lead the way in their approach to environmental responsibility

The process of embedding these principles into the strategy, planning and delivery of Whitechapel Gallery's activities began in the 2021–22 financial year. They will inform the 2022–23 business plan more fully, particularly with regard to Inclusivity and Relevance, and be fundamental to the application for the next NPO funding round covering the period 2023–26, to be submitted in April 2022.

Additionally, plans around the Environmental Responsibility principle are being advanced, including the organisation of a summit on sustainability, the installation of new roof lights and the adjustment of the archive storage facilities' temperature profile that should dramatically reduce the Gallery's carbon footprint.



The Role of the Director

Introduction

The Director has comprehensive oversight over the Gallery's full range of artistic and educational programmes, as well as the organisation's governance and finance, development and communications, audience engagement, commercial and editorial outputs, building operations and visitor services.

A successful Director will bring a vision that is rooted in the Gallery's mission and builds on its past successes while ensuring it is innovative, resilient and relevant to the present and future. They will be able to balance programmatic ambitions with fiscal realities, ensuring the organisation is both ambitious and sustainable. This person should be both an inspiring advocate of the Gallery, internally and externally, and also a collaborative worker, understanding how to effectively harness the skills and experience of the Trustees, Senior Management Team and staff.

The Director is accountable to the Board of Trustees and works closely with the whole senior management team.

The Director line manages the Managing Director (who also reports to the Board via the Finance Sub Committee), as well as the Chief Curator and Director of Education and Public Programmes. The Director and Managing Director jointly manage the Director of Development and the Director of Audiences and Communications. The Managing Director line manages the Director of Operations and Visitor Services, the Director of Commercial Enterprises, and the Finance and Administration department, which includes the Head of HR and Inclusion and the Head of Finance.

Whitechapel Gallery Facade, 2019
Photo: Anthony Coleman

The Role of the Director

Key Responsibilities

Artistic and Strategic Leadership

- Lead the organisation to realise an ambitious and dynamic vision for the Gallery
- Direct the development and delivery of an innovative and exciting artistic and educational programme for audiences in London, the UK, internationally and online
- Report to the Board of Trustees and Arts Council England on the Gallery's activities and progress against agreed goals
- Provide leadership to the staff of the Gallery, encouraging a collaborative working culture with robust management structures
- Nurture and cultivate partnerships with artists, communities and arts organisations locally, nationally and internationally
- Be a public representative, ambassador and advocate for the Gallery

Organisational Management and Culture

- With the Managing Director, provide leadership, inspiration and support to the senior management team
- Work with the Chief Curator and Director of Education and Public Programmes to develop and present a vibrant, vital and unique programme of exhibitions, public events, educational activities and publications
- Work with the Managing Director to ensure that opportunities for generating income are maximised and activity is delivered within budget
- Work with the Director of Development and Board to nurture existing funding relationships and cultivate new sources of support
- Work with the Director of Audiences and Communications to develop audiences and maximise earned income from core activity
- Work with the Director of Commercial Enterprises and subsidiary board to oversee and grow commercial activities and income
- Work with the Director of Operations and Visitor Services to ensure maintenance of a landmark historic building and the delivery of a world-class visitor experience
- Promote an organisational culture that is committed to equality, diversity, inclusion, accessibility and environmental sustainability across all areas of the organisation

External Relations and Advocacy

- Maintain and foster effective partnerships with all stakeholders and ensure that the Gallery continues to flourish in its leadership role
- Foster existing and new networks locally, nationally and internationally to raise the profile of the Gallery
- Ensure that the Gallery continues to contribute to the local community in London, the UK and globally



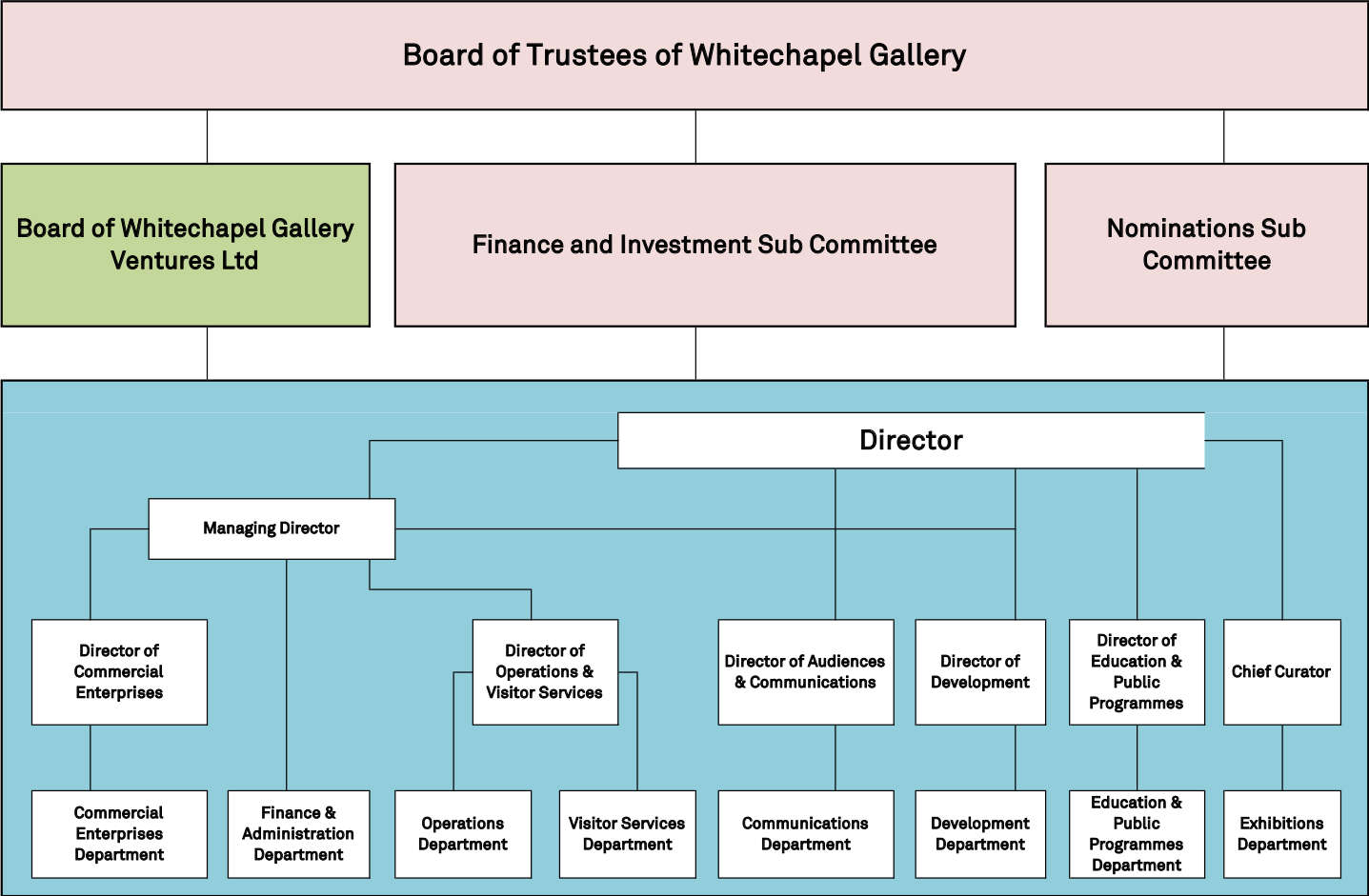
Person Specification

The Director will have:

- Inspirational leadership skills and a vision for the future
- A combination of strategic and creative mindsets
- Experience of successfully delivering a comprehensive creative programme for diverse audiences
- Demonstrable understanding of the management of a building-based arts organisation at the highest levels
- A commitment to diversity and inclusion across the organisation and among audiences
- Understanding and experience of balancing the charitable and commercial activities of an arts charity whilst adhering to its overall vision, mission and values
- Highly developed communication skills and a track record of success as an advocate and public speaker
- A proven track record of success in fundraising, working relationships and strategic partnerships
- The ability to motivate and develop staff and teams in a demanding environment, working collaboratively and with integrity, fairness and consistency in approach
- A willingness to hold people accountable and provide constructive and timely feedback
- An understanding of good governance, practice and adherence in a UK and cultural context

Creative Learning Programme.
Photo: Rob Harris

Organisational Structure





Whitechapel Gallery