**Cultural Alliance of York County**

### June 2018

## President

## BLUEPRINT

# President Overview

The purpose of this blueprint is to set a framework for what the Cultural Alliance of York County (CAYC) needs in its President of the future. This blueprint was created by the Search Committee. The final document will be reviewed and approved by the Board.

Organization Mission

Founded in 1999, CAYC is a nonprofit, united arts fund whose mission is to be a catalyst fueling the creative energy and vibrancy of our community through leadership, collaboration and sustainability in order to enrich the quality of life of all our citizens.

**Key Challenges**

Some of the challenges the next President will need to address over the next three to five years include the following:

* **Sustainability Model.** While the original CAYC operating model has been successful over the past two decades, a review of our environment raises concerns about the future viability of CAYC. The changing donor landscape with fewer locally owned businesses, higher donor expectations regarding organizational impact and efficiency, increasing competition for charitable dollars and a view by some donors that the arts and culture are less necessary than other community initiatives, highlights the need to create and foster an organizational structure and operating model that meets the evolving needs of the community, positions CAYC to build relationships with all community arts organziations and artists and cultivates new revenue streams to grow the capacity of CAYC to promote and invest in the arts and culture in York County.
* **Growing Donors and Contributions.** CAYC has a history of excellent donor retention, stable contribution levels and strong volunteer solicitor participation in the CAYC Annual Campaign. However, the Annual Campaign has reached a plateau in terms of both dollars and donors. In order for CAYC to achieve its strategic objectives, it is essential that CAYC staff and volunteer leadership grow the CAYC donor base and contributions by cultivating stronger relationships with existing donors and developing new donor relationships.
* **Promoting Arts and Culture as an essential part of the fabric of our community.** The marketing and promotion of the important role of the arts and culture an essential quality of life factor in our community is critical to the long-term success of CAYC and the arts community. It is imperative that CAYC staff and volunteer leadership develop strategies to connect the arts and culture to key community priorities that will create a vibrant and thriving York County.
* **Expanding participation in arts and culture.** To remain viable, it is imperative that CAYC expand its platform to connect with more arts and cultural organizations and artists in the York community and increase the diversity and participation levels in the arts within the community.

## Cultural Fit and Leadership Style

The successful candidate for President needs to value the legacy of the CAYC while engaging the organization and all its stakeholders in adapting to the future. This will require collaboration, curiosity, creativity, patience and a genuine interest in understanding the needs and motivations of donors and the arts and cultural community . The individual needs to have an inclusive leadership style to build collective ownership of plans and actions. He or she must live the CAYC mission and set the tone at the top for making ethical choices and doing the right thing in all instances.

## Critical Roles

These are the core differentiating roles for the future President of CAYC:

**Performance Strategist.** Astute about the internal and external forces that create sustainable competitive advantages for CAYC. Exhibits a deep understanding of the arts and cultural community, the external environment in which CAYC operates and customer needs. Maps a course for the organization to achieve growth and ongoing sustainability. Works actively with the Board to ensure a balanced view of risk/reward choices.

**Organization and Talent Builder.** Ensures alignment of the organization's strategy with the talent required to achieve it. Champions accountability and high performance and encourages a diversity of perspectives, backgrounds and styles. Focuses on staff development and leads the organization to ensure the right people are in the right jobs.

**Internal Influencer.** Communicates with and motivates others at all levels of the organization to be committed and engaged. Establishes a cohesive team and proactively helps people embrace the future and inspires them to act. Clearly conveys that all roles have value and purpose. Supports the organization through necessary change while championing the CAYC mission.

**External Relationship Builder.** Invests time in the external world for the good of the organization and its stakeholders. Serves as an ambassador and is a credible voice of the organization. Shapes the perception of the organization externally and builds effective relationships with external stakeholders (donors, arts and culture organizations, artists and members of the community) and key public figures at the national, state and local level.

## Differentiating Competencies

While there are additional competencies that are desired for the organization’s President, those listed below are the competencies the President must exhibit.

**Strategic Thinking**

* Brings a broad, long-term, and informed perspective to issues and demonstrates sound business judgment.
* Demonstrates a keen ability to think from the outside in; anticipates market moves and extrapolates future trends by leveraging data, insights, and observations.
* Strong sales and marketing perspective; identifies opportunities to create value for CAYC and its participating arts and culture organizations/artists.
* Identifies opportunities to innovate to create value and sustains the focus on gaining competitive advantage for CAYC in the nonprofit environment.

**Operational Savvy and Execution**

* Has keen insights into the organization and drivers of performance; understands which levers to pull to create favorable operating results and effective cost management.
* Effectively analyzes the costs, benefits, and short- and long-term risks associated with opportunities and alternative courses of action.
* Creates accountability for results across the organization and takes personal responsibility for top- and bottom-line achievement.
* Sets clear and challenging goals and expectations for the organization.
* Conveys urgency and passion for the achievement of objectives in a manner that inspires high performance.

**Insight and Relationships**

* Personable and an excellent communicator; adept in creating positive relationships with wide-ranging stakeholders (e.g., donors, participating organizations/artists, legislators, and the community).
* An astute and sensitive observer of people; quickly able to read situations or dynamics.
* Strong listening skills; seeks out input and brings others into the conversation.
* Shows respect for divergent views and empathy for others’ needs.
* Appreciates healthy debate and facilitates collaborative dialogue; is skilled in building alignment across groups.

**Leadership Influence**

* Has executive presence in front of both internal and external groups.
* Respects the past while shaping the organization for the future; engages others to support necessary change.
* Draws others into decision making and leads through collaboration and teamwork.
* Highly influential and convincing when a decision needs to be moved forward.
* Makes the judgment call when there is a lack of clarity about the right path for moving forward. Steps in to lead in the right circumstances.
* Is forthright and candid on all matters with the Board; brings challenges, issues, and topics for debate/discussion.
* Strong verbal and written communication skills.

## Motivational Fit

The successful candidate for President will need to have the enthusiasm and desire to become a visible leader in the organization and in the community. A relationship-builder who has passion for organizational success and continuing the tradition of community service will fit this role well. The individual will need to be highly engaged by the challenge of evolving the organization for a successful future.

**Potential Derailers**

Derailers are general characteristics or behavioral tendencies that would prevent an individual from being successful in a given role. As these relate to the next President of CAYC, the most critical derailers include:

* Lack of organizational patience (moving too quickly, getting too far ahead of people, failing to listen).
* Over-concern with pleasing people and maintaining the status quo; extreme cautiousness or hesitancy to act.
* An ego-centered belief that he/she is the only one with the right answers; intent on establishing personal reputation and value.

**Desired Experiences**

* Deep and broad experience in the nonprofit sector, preferably in the arts and culture with a working knowledge of the areas in which CAYC operates
* Direct financial accountability in a similar or larger-sized organization with a track record of success through various nonprofit cycles
* Deep understanding of development and fundraising and breadth of experience managing multiple and diverse disciplines
* Track record of successfully leading high-performing teams and organizations and leading organizational evolution
* Experience working with a Board of Directors
* Sales and marketing experience
* Experience building relationships with a diverse group of stakeholders
* Experience with grantmaking