

HEIDRICK & STRUGGLES

Company, Position & Person Profile

Greater Columbus Arts Council (“GCAC”)

President

May 2006



Heidrick & Struggles advises the organization on the basis of an exclusive consulting assignment. The following details are for your personal information and should be kept confidential.

The Organization

The Greater Columbus Arts Council (GCAC), the primary 501(c)(3) not-for-profit community arts agency in Columbus, Ohio, was founded in 1973. GCAC is funded primarily through an allocation of City of Columbus hotel/motel tax revenue, but also through additional public support (Franklin County, Ohio Arts Council, NEA, etc.), as well as private contributions and fees for services.

One of the primary responsibilities of the agency is to distribute City of Columbus hotel/motel tax revenue to individual artists and arts organizations in Columbus through a competitive grants program. GCAC distributes both general operating support and project support for Columbus cultural institutions, as well as individual artist fellowships in all arts disciplines.

GCAC has a primary role as a service provider to the City and the cultural community. The agency researches and reports on a wide variety of cultural issues, provides planning and technical assistance to arts organizations, and operates www.ColumbusArts.com, a searchable online database of community cultural events.

GCAC also engages in significant arts education programming. The highly successful Artists-in-Schools program conducts over 550 programs and exhibitions and reaches a total audience of more than 115,000 people per year. *Children of the Future*, the arts council's arts based public safety program, gives children a positive after-school learning environment.

The Arts Council produces the Columbus Arts Festival, an annual four-day arts and crafts festival on the downtown riverfront that is consistently ranked among the top ten festivals in the nation and draws an annual crowd of 500,000 visitors.

By charter, GCAC is charged with fostering and promoting the practice and appreciation of the arts among the citizens of Greater Columbus. As such, GCAC engages in cultural and civic planning and works closely with the City of Columbus, the Convention & Visitors Bureau, and other local partners to research and execute projects and programs related to artist housing, arts marketing, endowment building, cultural funding, arts facilities, arts advocacy and many other issues.

The agency's 2006 budget estimates total operations at \$5,187,649. This year GCAC will receive \$3,870,300 in hotel/motel tax allocations from the City of Columbus. By contract, \$2,932,387 of that funding will be distributed directly to artists and arts organizations. The Greater Columbus Arts Council employs a full-time staff of twelve, with additional staff in the field for the education programs.

For more information about GCAC:

<http://www.gcac.org>

The Position

The President will be GCAC's voice in the community and the community's primary advocate for the arts. By marshalling the talents within the organization, this person will advance the arts through grant-making, arts programs and arts advocacy. GCAC's future success will depend on strong leadership and collaboration.

The President must have a passion for the arts and the ability to create a strategic vision that unites the community.

The President must have the ability to collaborate, communicate and share and build resources for the support of the arts. This will require forging community partnerships, helping to expand funding sources for the arts, and ensuring the smooth and efficient flow of the day-to-day operations of GCAC. The President will be expected to preside over an efficient and cost-effective organization with a renewed strategic focus and must achieve the appropriate balance between GCAC's mission to provide support and encouragement of the arts and its duties as a steward of community resources.

On a day-to-day basis the President will report to the Chairman of the Board, but he/she will have overall accountability to the Board of Trustees.

Specific Responsibilities

Working closely with the Board of Trustees, the President will be responsible for maintaining GCAC's role as the primary local arts agency serving Columbus and Central Ohio. Key to this responsibility is shaping GCAC's strategic objectives, broadening and strengthening arts funding sources, improving the agency's operational and financial effectiveness, and articulating GCAC's vision and value to a broad range of local, regional and national constituents.

Specifically, the President will:

- Work closely with the Board of Trustees to develop, shape and refine GCAC's strategic vision and plan over the next 3-5 years, identify the resources needed to implement this strategic plan, and empower the organization to achieve its strategic objectives
- Forge and maintain partnerships and collaborations with cultural, civic and educational organizations in the Central Ohio region to bolster GCAC's mission, to assure GCAC's

participation in important community/cultural policy-setting discussions, and to create opportunities for GCAC to have significant impact on the region

- Develop and implement an effective public relations/outreach program, so as to communicate the progress of the organization, maintain the confidence of private and public sector leaders, and increase awareness of GCAC's work and role in the community
- Expand and diversify the funding base to support GCAC's strategic plan and the activities of the community's artists and arts organizations by maintaining and sustaining existing funding relationships, identifying new funding sources and resources within the Greater Columbus community, and proactively accessing national and international resources available to cultural and educational institutions
- Build and maintain financial stability, streamline GCAC's financial operations, and develop and maintain an annual financial plan that permits GCAC to continue its mission effectively

The Person

Qualifications & Experience

The President must be an energetic leader who is passionate about the arts with a track record of achievement in business and/or non-profit management. Particular strengths must include marketing, business development, management, and stakeholder collaboration. The candidate's experience must demonstrate the ability to articulate a vision and work collaboratively with a broad range of constituencies – including cultural leaders, public officials, top corporate executives, cultural institutions, and individual artists. In order to be successful in this role, the candidate should possess the following critical qualifications and competencies:

- **A passion for the arts**, as demonstrated by a deep exposure to cultural affairs, through either professional or

community activity

- **Solid management experience and skills**, as demonstrated by an effective track record of managing a diverse group of highly motivated staff at all levels, effectively developing staff capacity
- **Financial management experience and business acumen**, as demonstrated by sound financial stewardship
- **Passion and commitment for the community**, and a demonstrated track record of networking, collaborating, and building relationships across constituent organizations
- **High-level communications and fundraising**, as demonstrated by successfully leading an organization in a difficult and competitive fundraising environment, serving as the public face of the organization to the donor, government, educational, and corporate communities on whom the organization relies for resources and contributions
- **Leadership and vision**, as demonstrated by an ability to envision the future direction of GCAC and to translate this vision into practical and achievable actions, aligning staff, the Board and the organization's constituents around this vision

Personal Characteristics

In addition to the qualifications and experience describe above, the President will possess the following personal characteristics and attributes:

- **Collaborative leadership:** Consistently leads and directs, accomplishing goals with and through others while also demonstrating a willingness and ability to collaborate
- **Visionary communication:** Passionately and effectively communicates an overall vision to the broader community, the business community, artists and cultural organizations, the public sector, the Board, and employees

- **Strategic influence and relationship building:** Influences those inside and outside an organization in a planned, well-informed way. An accomplished and capable networker with strong advocacy skills and a sensitivity to community issues and relationships
- **Appreciates and embraces diversity** in all facets of his/her work
- **Achievement orientation:** Constantly drives the organization and its constituencies towards a higher level of achievement
- **Strong self-direction:** An exceptional energy level and a results-oriented analytical thinker
- **Unquestionable integrity** and ethical standards
- **Relevant education:** An undergraduate degree required, a master's degree in a relevant field is a plus

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