

JACKSON CENTER FUND

PRESIDENT POSITION DESCRIPTION

The Jackson Center for the Arts' newly created Center Fund is seeking a founding President to grow the funding and community support required to further develop this world class arts campus as vibrant and thriving community asset.

The Center for the Arts (Center) was conceived as a focal point for cultural activities and a catalyst for community cohesiveness for Teton County, Wyoming. The current 3.7-acre campus includes two main buildings, a 41,000 sq. ft. Arts and Education Pavilion (Residence) and a state of the art Performing Arts Pavilion (Theater) with a 525 seat theater, a Music Center and administrative space. The site also provides opportunities for future expansion. Constructed during the mid-2000's on land donated by the town and county, the \$35 million dollar Center was built through the generous support of the local community. The facility is owned and operated by the Center under a 501(c)(3) status set up to manage the Residence with 19 nonprofit tenants (Residents) and facilitate the use and programming of the performing arts venue.

Since its completion in 2007, the Center has grown to be a hub of activity and a source of community pride. The Center attracts over 125,000 visits annually and adds substantially to the quality of life and the economic vitality of the valley. The Center and resident organizations employ more than 150 employees, supported by 800 volunteers. More than 25,000 people – including 11,000 youth – participate in programming on site. The theater attracts 50,000 people annually to a range of events including performances as diverse as the New York City Ballet, the local Hootenanny, Off Square Theater's production of *To Kill a Mockingbird*, a regional TEDx Conference and an Evening with Ira Glass. Although there is still much to be accomplished, local investment in the success and development of the Center remains high.

The Center Fund (Fund) is a newly envisioned entity designed to facilitate the increase in current and future philanthropic support for the Center. The new President will be its first employee. Initially the Fund will operate under the current nonprofit entity with the same board of Directors, but in the future may evolve into a stand-alone Foundation.

POSITION OVERVIEW

The new President will be the chief fundraiser and public face of Center Fund. Reporting to the Board of Directors and working in tandem with the Director of the Center, the President will forge the relationships and develop the staff and infrastructure required to grow support from individuals, corporations, foundations and other means, particularly Town, County, State and Federal support in order to meet the Center's need for operations, programming and capital requirements. The President will be ultimately responsible for driving the strategy to broaden and deepen the support of the Center at all levels and manage donor recognition programs and communications that ensure a sustainable base of support into the future.

This role will require working closely with the Director, Board and Residents to implement a vision for the Center that attracts new audiences while enhancing the enjoyment and increasing the frequency of use for current visitors, members and supporters. The President's success will hinge upon the capacity to

collaborate with a broad range of stakeholders in evolving and promoting a vibrant, inclusive offering of experiences that will define the Center as a primary destination for visitors and an indispensable component of the community. The role of the President will be broadly defined as the facilitator of opportunity—creating a bridge to philanthropic resources and inviting wide participation in support for the Center and its Residents.

One key component to the Center's long term sustainability will be building a robust endowment of \$10-15 million to support its operations and future capital needs. The President, working closely with the Board of Directors, will be the primary lead in this effort, creating and executing a plan to achieve that goal in the over the course of the next decade. Additionally, the Board of Directors is currently evolving a plan to alleviate \$2.8 million dollars of construction debt. The President will support the Directors in that effort. While the current focus of this role is clearly directed to ensure the long-term sustainability of the Center, it is hoped that the Center Fund would evolve to support the Residents and other partners in the pursuit of a more vibrant range of cultural offerings that are accessible to the entire Jackson Hole community.

Currently the Center has an annual operating budget of \$1.6 million including investments in promoting events that supplement the Residents' programming. The Center raises nearly \$1.2 million annually through rents, membership, an annual appeal, events, corporate sponsorships and other initiatives. The Residence, when considered separately, is currently revenue neutral; the Theater however, remains underutilized and with current programming and cost structure, runs at a loss. The current small endowment is insufficient to make up the shortfall and additional funds are required to meet unfunded depreciation of the facilities. Through the efforts of a highly engaged and dedicated Board, the Center is executing strategy conversations aimed at addressing these issues.

The Board recognizes that the goals for this role will require additional resources and will work with the President to ensure an appropriate budget including funding for a staff of 3-4 FTE, is provided. The President is expected to be housed at the Center and utilize the existing infrastructure and base information which is currently tracked using Raiser's Edge.

BACKGROUND

Teton County and Community

Jackson Hole is a world class destination surrounded by stunning mountain ranges including the Teton, Gros Ventre, Absaroka and Snake River Ranges. In the summer, over 3,000,000 visitors from all over the world visit the region, which serves as a gateway to the Grand Teton and Yellowstone National Parks. Exceptional winter sports attract around 500,000 visitors throughout the winter.

Drawn by the extraordinary beauty and favorable tax policies, Teton County routinely ranks among the wealthiest counties in the United States. It is also one of the most philanthropic, supporting nearly 200 diverse nonprofit organizations in the region.

The small town nature of the community provides an unusually welcome atmosphere where residents frequently greet each other by name. Business in Jackson is often mixed with pleasure and residents

clearly embrace the many outdoor activities available—hiking, biking, skiing, rafting, golfing and fishing are part of the lifestyle. While summers have moderately warm temperatures ideal for outdoor activities, the winters (November through mid-April) are cold with average temperatures hovering around zero and with an average of 15 days below zero. Living in Jackson year round may require a love of winter sports and a deep enthusiasm for extraordinary powder.

Residents

The Arts and Education Pavilion (Residence) was born out of the need to provide a modern, safe facility where Residents could thrive in an environment adjacent to one another where ideas and services could easily be shared. Currently 19 diverse nonprofits rent space in the Residence, ranging from large visual and performing arts organizations to small community theater groups and including various education programs of Central Wyoming College, and the community radio station. The Center's Residents represent half of the arts and cultural nonprofits in Jackson (www.jhcenterforthearts.org/residents) and are the dynamic center of the cultural experience in Jackson.

Challenges and Opportunities

The Center's history has been marked by troublesome board dynamics and high turnover in executive leadership. The result has been inconsistent and confusing communication of the mission and work of the Center. Expectations set during the building of the Center and decisions made at that time have complicated donor and Resident communications. Through the transitions, annual support from the community was not fully developed, and the Center is dependent upon a devoted core set of donors who contribute significantly on an annual basis. While those donors remain deeply committed, the funding model needs to be expanded.

In the last year through the efforts of a newly formed, well-positioned Board of Directors, an open and frank dialog has been cultivated regarding the Center's sustainability and its value to the community. Residents, supporters, key external partners and disenfranchised voices have been engaged in evaluating the status of the Center. A focus on transparency has set the stage for the Center to address some of the underlying issues that have hindered its success. The Board is actively engaged in reestablishing connections with key partners and in evolving the clarity around the mission and priorities for the Center. There is a sense of progress and optimism around these efforts. It was during this evaluation that the Board determined the requirements of Executive Director's role was contributing to turnover. The Board recognized that professional fundraising capacity was required to complement the focus on operational rigor. The result is that the Executive Director role has been divided so that operations and Resident relationship management will fall to the Director of the Center and the new President of the Center Fund will be responsible for directing all fundraising efforts.

These structural changes, in combination with the deep conversations opened with the Residents and the community, have set the stage for the Center's future success. The current positive response to these efforts will need to be sustained and strengthened in order to accomplish the fullest vision for the Center.

KEY RESPONSIBILITIES

Leadership

- Represent the Center to a wide range of constituencies and to the broader public; expand awareness of Center's mission and make an effective case for supporting the Center Fund;
- Establish and maintain positive relationships with the Board of Directors, members, actual or potential funders, key stakeholders, Residents, Center staff and the community-at-large, including town, county, and state representatives and regional institutions and businesses;
- Seek the cooperation and participation of partner groups, legislators, media representatives, businesses, civic groups and the general public in pursuit of the vision of the Center as a hub of creativity and learning.

Fundraising

- Plan, direct and execute a fundraising strategy focused on increasing the annual fund to \$1million annually and setting the stage to raise \$10-15 million for an endowment in the next decade;
- Develop, oversee and manage a comprehensive fundraising program including major gifts, annual support, special events, memorial gifts, campaigns, planned giving and other fundraising programs;
- Monitor the availability of grants from federal and state governments and private foundations, lead the team in the submission of grant proposals, presentations and in the development of new public funding initiatives;
- Initiate, cultivate, manage, and steward relationships with individual, foundation, and corporate prospects; develop a portfolio of new major gift prospects in order to significantly increase the base of support from individuals;
- Manage an effective and efficient donor management system and fundraising operation including research and development of targeted prospects, donor information management, accurate and timely financial reporting, standards for gift acknowledgement and stewardship of all donors and donation levels;
- Partner with the Center Director and the Board as well as other key staff members to manage their participation in cultivating, soliciting, and stewarding donors;
- Lead creation of fund development planning and performance measures; monitor results and help the Director and Board evaluate the effectiveness of the organization's fund development programs;
- Collaborate on the preparation, content, and timing of all direct mail, online marketing, and collateral pieces to message the Center's activities and encourage charitable gifts.

Organizational Management

- Work with the Board of Directors to develop strategic plans and individual work plans to deepen relationships with key prospects, community influencers and town, state and national officials;
- Present accurate, effective and timely management reporting to the board; manage board communications with the goal of achieving the highest standards of governance and transparency;

- Recruit, hire, train, supervise and mentor an outstanding team to achieve the fundraising and communications goals of the Center and the Center Fund;
- Develop and manage an efficient and effective organization while keeping administrative costs to a minimum;
- Actively collaborate with the Director of the Center to pursue the goals of the Center in a complementary fashion; supporting each other and the organizational goals through clearly aligned communication and effective delivery on expectations.

EXPERIENCE AND QUALIFICATIONS:

A successful candidate will likely have:

- A passion for increasing community access to a broad range of visual and performing arts, educational opportunities and cultural experiences;
- A high degree of sophistication in developing fundraising strategy and with major gift solicitations;
- Significant leadership experience and achievement in the private, public or non-profit sector;
- Demonstrated success planning, executing and raising significant operating, program and capital campaign funds;
- An energetic, entrepreneurial background that combines analytical skills with political savvy;
- Gravitas; clearly competent in articulating a vision that motivates internal and external stakeholders toward common goals;
- An inclusive, transparent leadership style both in and out of the public spotlight;
- Excellent written and oral skills, as well as strong listening skills;
- High integrity and a commitment to personal and professional excellence;
- Ability to maintain confidentiality, exercising the highest level of tact and discretion in both internal and external interactions.

PERSONAL ATTRIBUTES

- Value Excellence, Leadership, Inspired Creativity/Experimentation/Innovation and Access/Inclusion-- the objectives embraced by the Center and Residents;
- Entrepreneurial –a self-starter who will set the direction for the team and work toward organizational goals;
- A high degree of commitment and enthusiasm for collaboration and mutually beneficial outcomes;
- Leadership that builds trust and enthusiasm by the demonstrated ability to execute on plans;
- Able to build and maintain strong relationships;
- Excellent communication skills including the interest in learning by listening;
- Politically astute, able to navigate a complex social network;
- “Can-do” attitude and solutions-oriented;
- Strong work ethic coupled with an optimist’s enthusiasm and a pragmatist’s desire for action.

For additional information please contact:

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