

Brevard Cultural Alliance - Job Description for Executive Director

DATE: AUGUST 5, 2010
JOB TITLE: Executive Director – Brevard Cultural Alliance
REPORTING TO: BCA Board of Directors and Chair
POSITION LOCATION: Melbourne, Florida

Organization

The Brevard Cultural Alliance (BCA) is a private nonprofit, 501(c)(3) agency founded in 1975 to serve as the local arts agency for Brevard County. The BCA has developed strong partnerships with Brevard Public Schools; the Space Coast Office of Tourism; and the Brevard County Board of Commissioners to provide information, advice and technical assistance on arts and cultural affairs, grants and cultural tourism.

The BCA serves Brevard's cultural organizations, individual artists, and the community, primarily through artist residencies in schools, special residencies for at-risk youth and other education and health and wellness programs. Brevard County is home to the King Center, Brevard Zoo, the Henegar Center and numerous community theatres; professional orchestras such as the Brevard Symphony Orchestra and the Space Coast Pops; numerous galleries; museums including the Brevard Art Museum, Valiant Air Command Warbird Museum, Cocoa Beach Surf Museum; and a variety of wonderful festivals including the Melbourne Art Festival and the Space Coast Art Festival. Chamber and jazz music, art galleries, dance companies, and historic downtowns also offer unique experiences for residents and visitors.

The BCA's Art in Public Places provides for public exhibitions, located in a range of unique locations throughout the county, including Melbourne International Airport, Holmes Regional Medical Center, and Dixie Crossroads Restaurant.

Position Summary:

The BCA Executive Director (ED) reports to and works in collaboration with the BCA Board of Directors to advocate for the organization's mission and to articulate, define and develop strategies for achieving that mission. The BCA ED will be viewed as a community leader, by creating a clear view of the future state by helping others understand and believe how things will be different when the future vision is achieved. Additionally, the BCA ED is responsible for the day to day operations to ensure sound fiscal practices and to comply with legal and regulatory requirements.

Key responsibilities include, but are not limited to:

1. Working with the Board of Directors to developing short and long term plans for Board approval.
2. Building a stronger, more cohesive cultural community through effective relationship-building with key constituencies, including governmental and quasi-governmental agencies and organizations, arts organizations, corporations, artists, employees, volunteers and the members of the BCA's Board of Directors.
3. Developing and monitoring strategies to ensure the short-term and long-term financial viability of the organization. Managing financial and other resources which include, distribution in accordance with defined mission and goals, providing accountability and making decisions within the boundaries of the resources available.
4. Developing sustainable and stable funding sources through effective planning and implementation. Proactively working to develop a viable combination of public and private funding sources. Effectively using personal fundraising skills.
5. Attracting, retaining, developing and leading a strong BCA staff which includes direct employees and volunteers. Supervising staff and developing future leadership within the organization.
6. Identifying and resolving organizational priorities and solutions, in conjunction with the Board as required.

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Accountability: The Executive Director will be held accountable as follows:

1. Guided by the Bylaws and policies of the Brevard Cultural Alliance.
2. Accountable to the Board of Directors through the Chair.
3. Has the authority, *within that framework of the Brevard Cultural Alliance Bylaws and policies*, to take necessary action to perform job responsibilities.
4. Maintains operational and fiscal integrity of the organization.

Competencies

1. Integrity

- Has a desire to see the BCA succeed and grow.
- Upholds and does not compromise the BCA values to achieve its success.
- Demonstrates honesty.
- Deals with others in an honest and forthright manner; represents information and data accurately and completely; does not share confidential information.
- Readily shares good and bad news promptly and with the appropriate Board and/or staff members.

2. Promotes BCA Image, Mission and Vision – Promotes Board and Other Volunteer Participation

- Committed to BCA's stewardship role and promotes BCA's (and the arts) importance in the community. Advocates and promotes changes required to advance local arts and cultural community.
- Selects, cultivates, and recruits volunteers who are opinion leaders representing all constituencies in the community. Is skilled at bringing these diverse people together and mobilizing them in governance and participation structures that elicit their commitment to the achievement of BCA objectives
- Acts as a catalyst for needed change and stimulates staff, volunteers, and the community to accept and implement new initiatives.

3. Knowledge and Experience in the Arts

- Demonstrated experience in effectively working with artists and art groups.
- Understands the role art and culture play in both tourism and economic development and can effectively share that knowledge with key decision makers in both industries.
- Continually seeks information about significant developments and trends in the local, state and national arts community and non-profit sector.

4. Champions Strategic Perspective

- Provides strategic direction for BCA and promotes a culture that reflects the organization's values.
- Establishes and commits to a long-range course of action to accomplish a long-range goal or vision after analyzing factual information and assumptions; taking into consideration resources, constraints, and organizational values.
- Develops innovative and creative approaches to meet the challenges of this environment. Melds these approaches into an overall strategic plan.

5. Resource Development (Marketing, Communications and Public Relations)

- Develops and manages sustainable and stable funding sources through effective planning and implementation. Proactively works to develop a viable combination of public and private funding sources.
- Identifies new funding options, creates strategies to approach funds providers, develops and submits proposals, and maintains accurate and complete funding records and documentation.
- Builds fundraising and networking strategy for BCA staff and members of BCA's Board of Directors to build relationships for existing and potential funding.
- Possesses the personal skills required to make fundraising appeals to individuals, groups, and corporations.
- Promotes mission, programs, and accomplishments of BCA to all constituencies in a clear compelling manner. Works effectively with media
- Facilitates countywide efforts to raise arts, cultural and heritage awareness, and increase arts participation.
- Works effectively with arts, cultural and heritage organizations in the county to develop and execute strategies in tourism.
- Focuses on best practices in communications, including the integration of technology, to be effective in providing valuable and timely information to constituencies and audiences.

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6. **Financial Management Acumen (Business Management and Financial Stewardship and Financial Sustainability)**

- Possesses the ability to read and interpret basic financial statements and recognize anomalies.
- Understands the BCA business cycle and appropriately manages the organization's budget and cash flow.
- Communicates relevant and important financial information to the Board. Develops, recommends and manages yearly and project budgets for board approval that reflects the needs of the local arts community and available funding.
- Develops and adjusts business plans proactively to respond to changes in budget and ensure that adequate funds are available for the BCA to meet its annual and long-term goals and objectives
- Develops and maintains sound financial practices and records in accordance with applicable laws and to ensure compliance with BCA policies and Bylaws, and federal, state and local regulations.
- Utilizes resources to get maximum possible impact for meeting mission and supporting the preservation and health of local arts and cultural organizations and offerings

7. **Building Organizational Talent**

- Attracts, develops, and retains talented individuals.
- Treats employees and volunteers with respect and inspires them to do their best work.
- Creates a learning environment that ensures employees realize their highest potential, allowing the organization as a whole to meet future challenges.
- Develops clear roles and responsibilities for staff members that take into account business needs, staff capabilities and developmental and strategic plans
- Provides effective (specific, measurable, actionable, relevant, and timely) feedback to mobilize and develop BCA staff, on a consistent basis.
- Creates and executes staff individual and team development plans that meet the needs of the BCA, its constituencies and staff.
- Ensures that all human resources policies and activities comply with current laws and regulations.

8. **Operational Decision Making (Program Management and Board Administration and Support)**

- Using excellent judgment and makes decisions that are consistent with BCA's mission, goals and resource limitations.
- Possesses excellent planning and organizational skills.
- Develops tactical plans and makes resource allocation recommendations and/or decisions that are aligned with the short- and long-term strategic goals of BCA.
- Engages constituencies to be a part of creating and achieving the BCA's missions and vision.
- Develops, supports, grows and seeks to preserve programs that enhance arts/cultural/heritage programs for school age children.
 - Ensures that all programs meet the needs and expectations of the constituencies involved.
 - Mobilizes staff to deliver high quality programs on time and on budget.
 - Seeks to find and engage sponsors and funding partners with shared agendas.
 - Provides effective guidance and resources to standing and ad-hoc committees of the boards as required to achieve BCA's mission. Provides effective training to new board members to ensure clarity about expectations for role.
- Assists Board in developing and executing strategy to select and maintain a representative and effective Board of Directors.
- Leads staff to ensure that members of the Board of Directors are provided with sufficient information in a timely basis in advance of all meetings.
- Provides clear and concise reports to board summarizing current issues, opportunities and actions, for key programs, mission-focused strategies, future plans, and includes board actions required and/or valuable.
- Effectively communicates needs of staff and key constituencies to Board of Directors and recommends practical actions given available resources.
- Utilizes all organizational resources efficiently to meet work plan and strategic plan objectives
- Works with constituencies to enhance and increase arts/cultural programs targeted for disadvantaged or underserved groups in the county.

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9. **Builds Effective and Strategic Relationships**

- Develops strategic partnerships with local arts, cultural and heritage organizations in Brevard County to improve quality, visibility and accessibility of arts to the community.
- Creates and maintains effective relationships with key government, educational, economic development, and tourism development organizations to ensure alignment of BCA goals and objectives with needs of community.
- Builds relationships with state and national organizations that provide funding support to local arts agencies and organizations.
- Partners effectively with corporate leaders to gain support for the arts.
- Motivates volunteers to be actively involved in all areas of BCA's work.
- Develops strong relationships and teamwork with constituencies, partners and staff.
- Treats all individuals fairly and with respect.
- Demonstrates personal commitment to diversity objectives
- Presents a credible image to the community as the head of the BCA

10. **Communicates Effectively**

- Effectively communicates a clear and compelling vision of the future of the BCA and the steps required to achieve it.
- Uses effective interpersonal and communication behaviors to facilitate one-on-one and group interactions in a manner that ensures outcomes.
- Speaks and writes clearly and expresses self well in groups and in one-on-one conversations.
- Encourages the open expression of ideas and opinions.
- Delivers clear, convincing, and well-organized presentations.
- Promotes a free flow of information throughout the organization.
- Deals constructively with conflicts and disagreements. Good conflict resolution skills
- Creates transparency, sharing information on BCA strategy and operations willingly and ably with the Board and other constituencies
- Excellent listening and questioning skills

<u>Personal Characteristics</u>	<u>Job Requirements</u>
Poised and professional under pressure	Education: Bachelor's Degree in related field required, or equivalent. Graduate Degree in Arts Administration, Non-Profit, Business Administration or other relevant field preferred
Dynamic, charismatic and energetic	Minimum of five years leadership experience in a non-profit organization or private/public partnership organization, or equivalent. Prefer recent senior executive experience.
Persuasively negotiates in one-on-one situations and small meetings	Experience in any or all of the following is a plus: tourism development, economic development, strategic planning, financial management, fundraising, advocacy roles, or working knowledge of a specific art form.
Commands attention and respect with public speaking skills	
Open to new ideas/sees glass as half full and good sense of humor a plus	

NOTE: The search and selection process for this position will be conducted in accordance with Florida's Sunshine Law. As such: 1) The selection committee will be reminded of the Florida Sunshine Law provisions and their responsibilities associated with this law prior to the beginning of the selection process. 2) All meetings will be noticed and open to the public and committee members will only discuss the search within the committee meetings; no discussions among themselves outside of the search committee. 3) All advertisements for the position will inform the candidates that the search will be conducted in accordance with Florida's Sunshine Law. 4) All information sent to and received from applicants, except for Social Security Numbers and certain personal information, are subject to disclosure if anyone requests to see the information. 5) All candidates will be informed that by submitting a resume, they will consent to a background check.