

Position Profile
Executive Director
LAND studio
Cleveland, Ohio

The Organization

Well-designed and active public spaces make cities better.

LAND studio is a Cleveland-based nonprofit corporation committed to making a more vibrant city. The organization was formed from the merger of ParkWorks and Cleveland Public Art in 2011 to achieve greater impact and deliver projects of greater scale. Since the merger, LAND studio has emerged as one of the most effective nonprofits in the Cleveland area and manages an ambitious array of diverse projects.

The organization's vision is to make Cleveland a city filled with vibrant, textured places that unite, inspire, and enrich its people. The mission is to create places and connect people through public art, sustainable building and design, collaborative planning, and dynamic programming.

LAND studio is dedicated to the urban core of the metropolitan region, with a primary focus on the City of Cleveland. It carries out projects in the city's most visible public spaces and its neighborhoods. The organization convenes developers, urban planners, public officials, community stakeholders, artists, and funders to complete transformative projects both large and small. Most recently, LAND studio has just completed the widely acclaimed transformation of Cleveland's Public Square, a \$50MM initiative. LAND studio led a civic collaborative of public and private partners for more than a decade to conceive and complete this world-class public space.

LAND studio has an extremely talented, dedicated and creative staff of 19. The organization is governed by a Board of Directors of 25 civic leaders from the public, private and governmental sectors. The organization has a baseline operating budget of \$2MM. This excludes project implementation costs that vary on an annual basis and impact the size of the overall budget, which can vary from \$3MM to \$10MM.

Roughly one-half of the organization's operating budget comes from Cuyahoga Arts and Culture, private and community foundations and an annual fund. The balance is earned through a variety of program management fees associated with projects. The critical support that LAND studio receives from its funders allows the organization to invest its time in multi-year projects and programs that invigorate neighborhoods. These projects catalyze development and create better public space connections throughout the community.

LAND studio's Executive Director has announced her resignation after almost 20 years with the organization and predecessor entities. With major milestones achieved and the chance to look at the future of LAND studio and its continued impact on Cleveland and the region, the Board of Directors has begun a national search for the next Executive Director for the organization.

For more information on LAND studio and its programs: www.land-studio.org

Position Profile
Executive Director, LAND studio

Cleveland and Northeastern Ohio

Cleveland is one of the nation's most exciting cities, with a population of over 390,000. The Northeastern Ohio region reflects a 5-county MSA of over 2 million people. The area includes residents from diverse ethnic backgrounds and has maintained a solid economy with a mix of service, healthcare, and manufacturing businesses. Arts and culture include galleries, community festivals, restaurants, world-renowned orchestra, art museums and thriving theatre venues. On the shores of Lake Erie, the area is also home to beautiful parks and a myriad of recreational opportunities. Educational organizations include outstanding public and private school systems, community colleges and a number of public and private institutions of higher learning. Professional and collegiate athletics include major league football, baseball, basketball, minor league hockey and collegiate Division I, II and III sports programs.

The Position

Location

The Executive Director is based in LAND studio's offices, 1939 West 25th Street, Suite 200, Cleveland OH 44113; telephone 216.621.5413.

Reporting Relationships

The Executive Director ("ED") reports to the Chair of LAND studio's 25-member volunteer Board of Directors and will work closely with the 6-member Executive Committee of the Board. The ED will supervise the Managing Director, Senior Project Director, Marketing & Communications Director, Fund Development Director, Executive Assistant, and the Accounting Manager; and the full staff which totals 19.

Other important relationships include: major donors and foundations, local and regional government officials, developers, civic leaders and the public.

Position Charter

Reporting to the Board of Directors, the new Executive Director for LAND studio will guide the organization through its next stage of development and civic impact. In partnership with the Board, the ED will review and update the strategic plan for the organization, set the pace and direction for a portfolio of dynamic and diverse projects and programs, drive growth and diversification in the organization's budget, spearhead effective civic partnerships, lead a talented staff and serve as a visible spokesperson for the organization.

Major Duties and Responsibilities

Management and Operations

- Partnering with the Board and working with key managers, direct the development, preparation and implementation of both long-range strategic direction and tactical action plans based upon organization mission, goals and growth objectives.
- Identify unique opportunities for the organization to achieve its vision of a vibrant city and to help drive the civic agenda.
- Manage and develop staff, including hiring, delegating appropriate responsibilities, team-building, coaching, and evaluation. Uphold culture and values by fostering a positive, team-oriented environment.
- Advise the Board in a timely manner of market and other issues affecting LAND studio's strengths, weaknesses, opportunities and threats on a regular basis.

Resource Development

- Drive the creation of a sustainable fundraising strategy that will position the organization to grow/ stabilize its baseline budget (currently \$2MM) and attract unrestricted funds. Proactively participate in and support the development process including directly soliciting individuals, corporations, foundations and other private and public funding sources.

Position Profile Executive Director, LAND studio

- Develop and cultivate a “giving and getting” Board of Directors willing to lead and contribute to the development of prospects and cultivation of major donors and partners.
- Personally build loyal and long term relationships with key donor segments based on mission, cultivation and stewardship, program outcomes and sound fiscal management.

Fiscal Management

- Present an annual operating budget to Board for approval and maintain adequate financial systems and controls.
- Develop and maintain transparent financial reporting systems that track financial performance in a timely manner. Keep the Board informed of these results.
- Ensure that all corporate activities and operations are carried out in compliance with the code of regulations and local, state and federal regulations and laws governing business operations.

Project / Program Management & Leadership

- Spearhead high-profile projects and programmatic initiatives that add value to the community.
- Lead identification and selection of projects, proactively finding and creating opportunities through discussion and consensus with Managing Director and Senior Project Director.
- Work with staff to plan, implement, and evaluate projects and programs and to document and communicate LAND studio’s successes and results.
- Serves as lead on a limited number of high impact projects.

Board Development and Relations

- Partner with, and engage, Board members to leverage and secure resources, contribute expertise and advice on short and long term strategic goals.
- Ensure open communication and credible relationships with the Board to ensure that members are well informed about organization performance.
- Maintain effective processes to keep Board members engaged, using their time and talents appropriately. Leverage community and regional relationships to assist in Board member recruitment.
- Ensure effective orientation and education of Board members to build their knowledge, commitment and skills.
- Coordinate the work and serve as an *ex-officio* member of all committees of the Board; work with the Executive Committee to assure all Board committee work is completed in a timely fashion.

Stakeholder Relations

- Cultivate, develop and support collaborative relationships with elected officials and their staffs, government agencies, foundations, other funders, developers, civic and community groups and other organizations that further LAND studio’s mission and initiatives.
- Nurture relationships with key constituencies to position the organization’s consistent involvement in civic initiatives as a matter of expectation. Continue LAND studio’s reputation as a convener.
- Strive to achieve a high level of morale and cooperation among staff and the Board.
- Serve as the spokesperson and the face of LAND studio to the media and public at large, presenting a professional approach at all times.

The Executive Director is also expected to perform other duties as assigned.

Compensation

The Executive Director is expected to earn an attractive compensation package; some relocation assistance will be provided.

The Candidate

Education

An undergraduate degree is required; an advanced degree is preferred.

Position Profile Executive Director, LAND studio

Professional Qualifications

The ideal candidate must have a proven track record of success and will have led a complex organization through periods of growth and change for at least seven years. This individual may come from a variety of backgrounds: serving as the top executive of a progressive nonprofit which may include cultural arts organizations, park systems, community support organizations and unique economic development entities, among others; experience as a “#2” or other senior-level executive at a larger like enterprise as noted above; or an executive from a complex private or public sector entity who has had significant involvement with nonprofits as a Board member. The successful candidate must have the demonstrated ability to manage financial affairs of an organization; i.e., develop or enhance fundraising and all revenue sources; experience managing and budgets of at least \$2 million and control expenditures so as to preserve financial stability and growth.

Preferred Knowledge, Skills, Abilities and Attributes

- **Mission-focused:** demonstrated commitment to mission and vision of the organization.
- **Nonprofit management:** leadership experience within a community or regional complex nonprofit.
- **Resource development:** experience with varied successful funding activities including development programs, capital campaigns, grants, special events and other revenue generation programs.
- **External relationships:** develops effective relationships with key stakeholders including elected officials, community leaders and partners, funders.
- **Staff leadership:** has managed, developed, and motivated effective staff members; team-oriented with a collaborative management style
- **Fiscal management:** demonstrated ability to manage financial affairs of a \$2+MM organization; budget development and contract management and reporting experience.
- **Project management:** experience leading large, complex projects involving multiple stake holders including public entities; is comfortable managing the people, resources and scope of multiple projects and reporting progress to stake holders and holding staff accountable.
- **High artistic standards:** Demonstrated ability to attract artists and staff, and then work collaboratively with them to develop ideas with the highest standards of creativity and artistic excellence.
- **Cultural competence:** can relate and demonstrate respect to people of diverse social, economic and cultural backgrounds; inclusive; promotes diversity programmatically.
- **Board relationships:** significant involvement with Board development and recruitment, governance issues and Board interactions.
- **Planning:** has worked with Board, management and staff to develop and implement successful strategic and tactical plans.
- **Media/public relations:** ability to effectively articulate mission, activities, goals and objectives of LAND studio to the media and the community at large.

Desired Competencies

- **Leadership:** possesses and demonstrates leadership qualities including presence, vision; leading, managing and motivating department leaders, staff and the volunteer organizations.
- **Communication:** strong written communication skills; demonstrated ability to speak from prepared text and also extemporaneously.
- **Visioning:** a forward thinker, able to envision and articulate that vision beyond daily operations and lead an organization toward strategic goals and ideas.
- **Integrity:** possesses the highest ethical and moral standards.
- **Collaborative:** demonstrates the ability to work with others to forge effective working relationships with various parties.
- **Development of others:** provides earned recognition through a variety of means and encourages working together toward common goals; appropriately delegates to staff members.
- **Analytical:** can evaluate issues and problems quickly; identify root causes, implement practical solutions.

Position Profile
Executive Director, LAND studio

- **Presence:** possesses social skills required to deal with community and regional leaders, elected officials and professional colleagues.
- **Visibility:** highly visible to staff, community and key stakeholders.
- **Initiative:** a proactive person who demonstrates leading edge thinking; strong personal work ethic.
- **Decision making:** demonstrates good judgment and able to defend position appropriately; carefully assesses facts of a situation and weighs alternatives before making a timely decision.
- **Negotiation:** able to effectively negotiate “win-win” solutions to resolve issues and conflicts.
- **Disposition:** has a positive, optimistic attitude; able to maintain appropriate work/life balance life; has an appropriate sense of humor.

First Year Expectations

The projected first year accomplishments for the new Executive Director include:

- Make an immediate impact in this leadership role by keeping pace with ongoing matters and the daily demands of the position. This includes developing effective working relationships with all key stakeholders including Board members, LAND studio staff, funders, elected officials and their staffs and community leaders.
- Review and update the strategic plan, creating tactics to achieve measurable results. Understand the regional opportunity for placemaking and be able to articulate how LAND studio drives it.
- Evaluate funding mechanisms and work to put in place diverse funding sources.
- Rationalize project scope, reducing smaller, less profitable projects in favor of larger, more profitable projects. Evaluate project funding formula to improve profitability.
- Develop a more engaged Board of Directors’ committee structure.
- Develop relationships with key, civic stakeholders including but not limited to city and county government officials, corporate leaders, foundation partners, and other nonprofit organizations.
- Maintain and enhance the organization’s collaborative, team oriented culture.

Contact

The client organization we represent and WAVERLY PARTNERS firmly support the principle and philosophy of equal opportunity for all individuals, regardless of race, religion, sex, age, national origin or disability. Interested candidates should contact either consultant at WAVERLY PARTNERS, the executive search firm retained by LAND studio’s Board of Directors on this search. Email: LANDstudio@waverly-partners.com

Heidi G. Milosovic
Managing Director & Principal
O: 440.355.6629
HMilosovic@Waverly-Partners.com

Eric N. Peterson
Managing Director & Principal
O: 440.892.5961
EPeterson@Waverly-Partners.com

WAVERLY PARTNERS, LLC
Executive Search Consultants

November 2016