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Neither the whole nor any part of the Position Profile may be communicated to any third party or published without our prior written consent.

Please keep the contents of this document in strictest confidence.
Position Specification

<table>
<thead>
<tr>
<th>Role Specifics</th>
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<tr>
<td>Position</td>
<td>Chief of Staff</td>
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<td>Company</td>
<td>Americans for the Arts</td>
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<tr>
<td>Location</td>
<td>Washington, D.C.</td>
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<tr>
<td>Reporting Relationship</td>
<td>President and CEO</td>
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<tr>
<td>Website</td>
<td><a href="https://www.americansforthearts.org/">https://www.americansforthearts.org/</a></td>
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Americans for the Arts

Since 1960, Americans for the Arts has focused on infusing the arts into all spheres of American society - from the board room to the classroom – and is the nation's leading non-profit organization for advancing the arts and arts education. Americans for the Arts builds recognition and support for the extraordinary and dynamic value of the arts and serves, advances, and leads the network of organizations and individuals who cultivate, promote, sustain, and support the arts in America. The vision of Americans for the Arts is that the arts are recognized as integral to the lives of all people and essential to healthy, vibrant, and equitable communities across the nation.

Through advocacy, connections, collaborations, and partnerships, Americans for the Arts works to realize the shared vision of all the arts for all the people.

Today Americans for the Arts serves more than 6,000 individuals representing over 1,500 organizations across the United States, and the membership is incredibly broad, encompassing non-profits and for-profits, government agencies and collectives, artists, consultants, students, and educators. The organization is headquartered in Washington, DC and has a second office located in New York, NY.

Primary programmatic areas include:

- Research: national arts policy and arts industry research on the value of the arts to our society. This research is conducted using various methods and is disseminated through meetings, media and widely distributed publications. Signature programs in this area include the Arts & Economic Prosperity Study, National Arts Index and studies on various topics such as local arts funding statistics, united arts fundraising local arts salary information, cultural districts and more.
- Local Arts Advancement: providing professional development, case making information and networking opportunities to the many organizations and individuals that work to build stronger communities through the arts every day.
- Advocacy: the organization conducts significant government affairs work and develops partnerships with government and other non-governmental organizations to promote the value of the arts and mission of AFTA’s key programs. Additional policy areas include advocacy for equitable access for arts education across the country.
- Community & Alliance Building: AFTA has national arts awards programs that recognize and celebrate the achievements of individuals and organizations who have exhibited...
outstanding leadership in the arts, arts education and philanthropy; and the national arts policy roundtable that convenes top level decision makers and thought leaders from the fields of business, government, the social sector, education, and the arts in a forum to discuss issues and solutions critical to advancing American culture and vitality.

Organizational Values

- Creativity and Innovation
- Diversity and Inclusion
- Collaboration and Community Building
- Integrity, and
- Access to the arts for all.

Position Summary

Chief of Staff

The Chief of Staff (CoS) is a trusted advisor, strategic partner, and team builder who leads the integration and coordination for strategy and policy across all staff functions, while considering the needs of the Americans for the Arts enterprise as a whole.

On a day-to-day basis, the CoS oversees the office of the CEO and is responsible for ensuring the execution of the CEO’s agenda—a job that includes flow of information to and from the CEO and ensuring that the CEO is always prepared and rarely surprised. The Chief of Staff’s primary duties include making time, information, and decision-making more effective for the CEO and senior executives. The CoS focuses on the organization’s top priorities, at its strategic core, and works one-on-one with the CEO to implement a cultural transformation while simultaneously driving short-term operational efficiencies and results.

The CoS assists the CEO in thinking through and setting policies and ensuring that they are implemented. The CoS anticipates problems and is sensitive to issues that require diplomacy. The CoS is a doer, with experience and comfort interacting with senior executives, and partnering with the CEO. The Chief of Staff is nimble, transparent, thrives in a servant leadership environment, and is comfortable with ambiguity. The CoS is a leader of remarkable integrity that has lived through organizational culture shifts and has been instrumental in effecting change and organizational realignment.

Key Responsibilities

The Chief of Staff assists the CEO in executing significant strategic, operational, and cultural agendas to facilitate ongoing organizational change. This Executive drives top-team efficiency, ensuring time, information, and decision processes all function effectively. The CoS manages the affairs of the executive office, specifically overseeing strategy, policy implementation, and strategic communications.

Core responsibilities include the following:

- Function as a critical thought partner to the CEO and senior executive team, while providing sound counsel and professional discretion.
- Evaluate, improve upon, and manage the governing processes and administrative systems that guide the day-to-day workings of AFTA. Identify and propose solutions to inefficiencies and all roadblocks to effective collaboration and communication. Ensure
that accountabilities are clear, and collaboration is ongoing, for all executive team members.

- Manage the office of the CEO and serve as a key point of contact for the Board of Directors, ensure timely drafting and dissemination of an agenda and all relevant information prior to regularly scheduled and ad hoc board meetings.

- Handle questions and requests on behalf of the CEO, working to mediate disputes and proactively problem-solve. Use sound judgment in determining when and how the CEO should be engaged on an issue.

- **Serve as Project Manager for various initiatives critical to AFTA; this includes establishing timelines; coordinating project deliverables that span various departments/consultants; and evaluating the project for ongoing adjustments. Ensure all high-level initiatives are appropriately prioritized and resourced.**

- Maintain a high-level awareness of all ongoing work throughout the organization, serve to build connections across different streams of work to amplify impact and avoid duplication of efforts.

- **Provide technical, operations, financial, personnel, and/or governance recommendations to the CEO. At a high level, ensure legal compliance (including timely filings) and sound risk management practices.**

- Foster an inclusive and collaborative culture that empowers and leverages the strengths of the senior leadership team, ensure the ongoing centering of justice and equity in the evolving culture.

- Demonstrate a commitment to inclusion and collaboration through active leadership, participation, and integration of policy and strategy.

- Develop and execute an internal engagement strategy for the CEO, ensure there is a timely and proactive flow of communication within the executive team and out to staff. Monitor employee engagement, climate, and morale.

- **Support the CEO in developing and strengthening internal and external relationships to support the organization’s strategic objectives. Assist in prioritizing and facilitating new relationships and partnerships.**

- Build strong, trusting, and dynamic relationships with senior executives and counsels senior staff on issues as needed. Where appropriate, serves as a representative of the CEO in internal discussions.
Qualifications

The successful candidate will possess a blend of emotional intelligence, business expertise, discretion, tact, and political acumen; enabling them to partner with the AFTA Vice Presidents and board members with confidence and poise in pursuit of organizational objectives.

Required qualifications and leadership characteristics include the following:

- 8-10 years of senior leadership experience in non-profit and/or cultural arts administration. Experience serving as a Chief of Staff or high-level advisor to a senior leader is preferred.
- Excellent written and oral communication skills and the ability to help to refine the CEO’s message to ensure effective internal and external communications.
- Proven experience in implementing policy and strategy across an organization.
- Demonstrated project-management skills to include organization, discipline, attention to detail, and resilient follow-up skills to drive results.
- Business savvy, to include an understanding of the nonprofit landscape, arts organizations, partners, technology, and requirements for sustained operating results.
- Humility, maturity, and situational sensitivity.
- A high level of comfort effecting and living through cultural and organizational change.
- A strong understanding and hands-on experience with servant leadership.
- A thorough understanding of leadership principles involved in strategic planning, and the coordination/collaboration of people and resources.
- The executive presence and integrity to inspire confidence and teamwork with staff.
- Experience working with Boards, senior executives, and multiple stakeholders.
- Strong organizational skills and the ability to handle multiple projects.
- Ethics, integrity, transparency, and accountability in all actions.
- Commitment to continuous self and organizational improvement.

CoS Core Capabilities

- Understands the business
- Project management experience
- Excels at managing relationships
- Effective communicator
- Organizes the CEO’s office
- Ability to simplify complexity
- Strategic thinking and problem analysis
- Manages the process of idea to execution
- Ability to anticipate and avert problems
- Grasps and adds value to the leader’s vision
- Organizational and political intelligence

Education

Bachelor’s degree required – business administration or a related field of study is a plus. In lieu of a degree, an equivalent combination of education and directly relevant experience may be considered.
Cultural Equity Competencies

Americans for the Arts acknowledges the existence of systemic and structural biases and believes it is necessary to be strategic and intentional in pursuing cultural equity in all aspects of governance, operations, and programming. As an employee, you are expected to:

- Pursue substantive learning to achieve greater cultural consciousness by attending at least one Americans for the Arts Learning Lab per quarter and/or other professional development opportunities.
- Support adoption of best practices to create a more diverse, equitable, and inclusive work experience for colleagues and external partners.
- Strive to consider the people, places, and cultures that might be missing from your work and look for opportunities to increase inclusivity in all the work you do.
- Support the mission and vision of Americans for the Arts in all interactions with colleagues, members and stakeholders.
- Encourage colleagues and external stakeholders to advance cultural equity by adhering to the standards outlined in the Staff Values & Behavior Agreement in all interactions.

Equal Opportunity Employer

Americans for the Arts believes that one of its greatest strengths is the rich diversity of its staff. We provide equal employment opportunity without regard to race, color, creed, gender and gender identity or expression, age, mental or physical disability, medical condition, including pregnancy and childbirth, religion, national origin, marital status, sexual orientation, ancestry, genetic information, political belief or activity, veteran or military discharge status, or any other basis protected by local, state or federal law and regulations under Title VII.

The policy applies to all employment practices, including but not limited to recruitment, hiring, training and development, promotion, transfer, termination, layoff, compensation, benefits, social and recreational programs, and all other conditions and privileges of employment in accordance with applicable federal, state, and local laws.

All employees have the right to work in a workplace that is free of discrimination. Any person who believes they have been subjected to discrimination of any kind should contact their immediate supervisor or Human Resources. All complaints will be thoroughly investigated and any person violating this policy may be subject to disciplinary action up to and including termination. The law prohibits retaliation against any employee for reporting discrimination or perceived discrimination, or for participating in an investigation of incidents of discrimination or perceived discrimination.

Compensation

Competitive compensation ranges and detailed benefits packages will be provided to candidates.

Application Process

Interested and qualified candidates are welcome to submit a resume and cover letter by October 1st, 2021 through the Korn Ferry application portal.

Nominations and inquiries may be directed to AFTAChiefofStaff@kornferry.com
## Korn Ferry Contacts

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<tr>
<th>Name</th>
<th>Title</th>
<th>Email</th>
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<td>540-771-0417</td>
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About Korn Ferry

Korn Ferry is a global organizational consulting firm. We help clients synchronize strategy and talent to drive superior performance. We work with organizations to design their structures, roles, and responsibilities. We help them hire the right people to bring their strategy to life. And we advise them on how to reward, develop, and motivate their people.