



**The Columbus Association for the Performing Arts**

A non-profit, award-winning presenter of national and international performing arts and entertainment, the Columbus Association for the Performing Arts (CAPA) was founded in 1969 in an effort to save the Ohio Theatre (a 1928 movie house and now the State Theatre of Ohio). Over nearly 50 years, CAPA has become a cultural anchor for the Columbus community with an estimated annual economic impact exceeding \$70 million.

*CAPA's mission is to*

- Present and produce artistic programming of the highest quality to serve and educate diverse audiences and feature renowned artists of all cultures
- Operate and maintain world-class performance venues
- Strengthen our arts communities by providing facilities for resident companies and through partnership and collaboration, support those organizations, and
- Bolster the economies of the downtown communities we serve.

CAPA serves as a theatre owner/landlord, presenter of performing arts, shared services manager, theater-based community developer, and fundraiser.

CAPA owns and operates the Ohio Theatre (2,791 seats), Palace Theatre (2,837), and Southern Theatre (925), manages the Riffe Center Theatre Complex (1,377 total), Lincoln Theatre (582), and McCoy Center for the Arts (786), and subleases the Drexel Theatre (cinemas). With a combined capacity over 10,000 seats, CAPA welcomes more than 530,000 patrons to over 700 events each year.

CAPA is a complex organization, operating through several partnerships and business entities with an overall budget typically exceeding \$23 million and a core operating budget over \$16 million. Approximately 77 percent of consolidated earned revenues (and 85 percent of core revenues) are earned through ticket sales, rental activity, shared services, and ancillary income, with the balance from individual and corporate donors, government support, and foundation grants. CAPA's most recent balance sheet shows assets in excess of \$65 million.

CAPA's self-presented programming includes a feature series of about 30 events (supported in part by a partnership with Broadway in Columbus), an educational series of five shows, and America's longest-running classical film series each summer featuring

## **CAPA President and CEO – Position Description (March 17, 2017)**

about 30 films in less than 10 weeks. CAPA is the exclusive producer of the free, two-day Festival Latino, the largest Hispanic event in the State attracting crowds of over 200,000.

### **The President and CEO**

A forward-thinking, energetic and visionary professional, the CAPA President and CEO has overall accountability, responsibility and authority for the leadership of CAPA. This individual reports to the CAPA Board of Trustees and provides overall leadership to a six-person, senior executive team as well as the Executive Director of the Shubert Theater in New Haven, Connecticut. The CEO acts in accordance with the strategic objectives and direction developed with the Board. This individual also ensures CAPA's activities, including financial, operational, fundraising, marketing, human resource, technology, and programs are effectively implemented across all components of the organization.

The President and CEO empowers all CAPA staff including 100 full-time and 340 part-time or temporary employees, and over 700 volunteers. The CEO is an effective communicator who will guide CAPA through strategic planning and support organizational and staff development as it continues to evolve.

Today, CAPA operates in part through partnerships and the President and CEO enables its partners and shared services program organizations to thrive. CAPA has 20 resident arts groups and robust shared services agreements with seven local organizations and the Shubert Theatre. The President and CEO also currently serves as the executive leader of multiple organizations to which CAPA provides shared services. While the nature and extent of services provided differs for each partner, CAPA serves as a strong advocate for its partner organizations and the entire arts ecosystem of Columbus.

A champion of the arts in Columbus, the CEO balances the needs of CAPA and numerous partners and stakeholders and embraces inclusivity by engaging the broader community.

### **Internal and External Responsibilities**

#### ***Board Interaction***

- An ex officio Trustee, the President and CEO will collaborate with the Board to set strategic objectives that promote the mission and financial sustainability of the organization.
- Communicate effectively with the Board and provide, in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions.
- Deliver updates on CAPA's achievement of financial, programmatic, and positive mission-driven work environment.

***Organizational Leadership***

- Provide inspirational leadership and direction to all senior management and ensure the budget, staff, and priorities are aligned with the mission and the strategic direction of CAPA.
- Facilitate cross-departmental collaboration and strengthen internal communications with staff throughout the organization; create and promote a positive, multicultural work environment.
- Support the continued development and management of a professional and efficient organization and establish effective decision-making and operational processes that will enable CAPA to achieve its objectives.
- Evaluate new business opportunities, lead the decision-making process and effectively articulate the benefits and outcomes to CAPA's Board and staff.

***Financial***

- Oversee the development of strategic and long and short range financial plans to ensure the financial success and long-term financial sustainability of CAPA and its shared services partners (where applicable).
- Oversee the development of an annual budget that is consistent with long-term financial sustainability and with the financial goals of CAPA. Ensure that the budget and financial goals are adequately benchmarked against actual results.

***Community Relations and Fundraising***

- Serve as CAPA's primary spokesperson to the organization's constituents, the media and the general public.
- Enhance CAPA's image by being active and visible in the community and by working closely with and developing relationships with corporate, civic and arts leaders.
- Establish and maintain relationships with appropriate organizations, both nationally and internationally, and utilize those relationships to strategically enhance CAPA's Mission.
- Ensure effective fundraising programs and initiatives for corporate, government, and individual donors.

***Operational***

- Ensure the development of comprehensive marketing, branding and PR strategies that will promote the activities and programs of CAPA and maximize long-term revenue potential consistent with the organizational mission.
- Oversee the delivery of high-quality and innovative programming that meets the artistic needs and aspirations of the communities CAPA serves within the parameters of the annual budget.
- Develop an annual Broadway season in partnership with Broadway Across America and participate in the creation of strategies that promote the Broadway product in the community.
- Ensure the maintenance and upkeep of all CAPA properties including the historic theatres to which CAPA has been entrusted. Establish a process for capital planning and capital funding to meet CAPA's long-term building needs.

***Shared Services***

- Ensure that CAPA meets the requirements of its shared services agreements and provides a level of service that is consistent with CAPA’s internal standard of service.
- Evaluate CAPA’s shared services model using a defined evaluation system that includes input from CAPA’s shared service partners.
- Manage the allocation of CAPA resources between itself and shared service partners; ensure that resources are deployed in an equitable manner.

**The Individual**

CAPA is looking for an experienced leader who will have the following credentials, skills, and abilities:

- Demonstrated leadership and related professional experience; executive experience leading a performing arts organization or similar non-profit organization preferred; familiarity with touring Broadway industry is a plus.
- A passion for and a commitment to enhancing the performing arts community in the locales CAPA serves.
- Track record of curiosity and confidence operating on the cusp of the field; ability to develop new ideas and cultivate new ideas in others.
- Significant organizational leadership experience, specifically in the areas of programming, community relations, fundraising, marketing/branding and fiscal management.
- Outstanding presentation and communication skills; ability to convey a vision of CAPA’s strategic future to staff, board, volunteers, donors, and community stakeholders.
- Excellent collaboration skills with an ability to communicate and work effectively with a variety of internal and external stakeholders; a persuasive negotiator able to achieve consensus amongst differing opinions.
- Strong commitment to the professional development of staff; successful track record of managing, directing, and motivating a diverse team.
- Excellent analytical, organizational and problem solving skills, which support and enable sound decision making.
- Undergraduate degree required; Master’s degree or equivalent experience in related field preferred.

### **Columbus, Ohio**

The following details have been provided by Experience Columbus and more information may be found at [experiencecolumbus.com](http://experiencecolumbus.com)

Columbus' people, businesses and neighborhoods exemplify that the city is open to all, creating an environment that encourages innovation, risk-taking, and thinking big. The fascinating, diverse and distinctive neighborhoods of Columbus make it a city like none other; from the historic charm and hot dining scene of German Village to the industrial, emerging arts epicenter of Franklinton to the vibrancy of the Short North Arts District with its boutique shopping, outstanding nightlife and distinctive dining.

Columbus benefits from a dynamic yet stable economy. The Columbus Region is well-known for its value, top-ranked market access, talented workforce and is the number 1 metro for job growth in the Midwest. As an emerging tech city, Columbus is home to The Ohio State University, Battelle, Chemical Abstracts and other research and technology institutions that attract the brightest minds from around the world. The Columbus region's K-12 education options include *U.S. News & World Report* top-ranked high schools as well as U.S. Department of Education Blue Ribbon schools. The region has excellent public schools, 140 private institutions and 54 higher education campuses, with nearly 150,000 college students.

Ranked first in the nation for public library system, zoo and aquarium and COSI science center, Columbus has twice as many cultural and recreational venues as New York City per capita, along with 87 miles of bike lanes, paths and trails. The community is home to many arts and culture venues and programs including the Columbus' Theater District, the Columbus Museum of Art, The Ohio State University Wexner Center for the Arts, The Pizzuti Collection, the monthly Gallery Hop on High Street and numerous outdoor festivals. From food trucks and micro-distilleries to the Columbus Ale Trail and Coffee Trail, Columbus' amazing food scene features top-ranked chefs, a rich farm-to-table movement, one-of-a-kind restaurants and creative artisan desserts, beers, wines and spirits.

### **Compensation**

Compensation, including an excellent benefits package, will be highly competitive and commensurate with the successful candidate's experience.

### **Applications and Nominations**

CAPA reserves the right to close the search for its convenience at any time, however, applicants are encouraged to apply by May 19, 2017. **Please send nominations or application materials (CV/resume and cover letter) to [hr@capa.com](mailto:hr@capa.com).**