

**Position Profile**  
**President/Chief Executive Officer**  
**Institute of Cultural Affairs in the U.S.A., Chicago, IL**  
August 5, 2014

**Overview**

[The Institute of Cultural Affairs in the U.S.A.](#) (ICA-USA) is seeking an experienced and proven leader as its next President/CEO. The President/CEO is responsible for leading and managing the overall aspects of the organization's operational, fiscal, administrative, programmatic and strategic functions in line with the organization's mission, goals and objectives.

The ideal candidate will be a skilled collaborator and communicator with a results-oriented track record. That leader will be an effective alliance builder who is able to leverage the substantive assets of the organization that have been established over the past fifty years. Further, that leader will be a strong facilitative leader who is adept at group dynamics and processes. He or she will be someone who acts with the understanding that the people inside the organization are its most valued resource.

The President/CEO reports to a thirteen member Board of Directors, manages 23 part and full-time staff, and oversees an operating budget of approximately \$1.8 million.

The current President/CEO, Terry Bergdall, PhD., has served in this capacity for the past 5 years and has announced his intention to retire on or before December 31, 2015. The Board has commissioned a search committee which expects to fill the position around June of 2015.

**Background to the ICA**

Formally incorporated in 1972, the ICA originally was a program division of The Ecumenical Institute (EI). The ICA is an Illinois nonprofit organization with an IRS 501(c)(3) tax-exempt status. The mission of the Institute of Cultural Affairs (USA) is to build a just and equitable society in harmony with Planet Earth through empowering cultural dimensions of the social process. ICA programs strengthen the capacities of organizations, communities, and individuals to build and implement innovative plans of action that draw upon assets and social capital in a collaborative manner. ICA's mission, therefore, has historically been about wide-scale social transformation by enabling organizations, communities, and individuals to become agents of their own development. The scope of this mission has always involved two dimensions. First, ICA creates, conducts, and manages financially viable programs for which it is directly responsible; second, ICA also seeks to inspire creative action by others.

The ICA is a different kind of organization as candidates new to ICA will discover. Honoring its past and its unique corporate culture while building a platform for its future will be a key challenge for the new executive. S/he will encounter staff, board, and volunteers whose dedication and commitment demonstrate a deep sense of ownership in the organization.

## Programmatic Profile

Currently the ICA-USA mission is carried out through the following:

- **Locally**, located in the Chicago's Uptown community, the [ICA GreenRise](#) serves as the ICA's headquarters and is the largest non-profit center in the Midwest (8 floors, 166,000 square feet). The GreenRise houses an intentional residential community and 15 nonprofit agencies who serve over 1,000 clients weekly with after-school, community health, job training and workforce development, aide to the homeless, refugee aide, and senior programs. It also provides a means for the ICA to "walk its talk" with respect to its concern for sustainability, as it creates a "green culture" among its diverse tenants, while establishing an energy efficient eco-system that aims to eventually take the entire building off of the grid (adding 500 solar panels in summer of 2014).
- **Citywide**, the ICA is known as the organizing sponsor of [Accelerate 77](#), a program to increase the role and positive impact of sustainable community action in all of Chicago's 77 communities. During 2011-2012 the Institute mobilized more than 250 university students from five Chicago universities, who identified and mapped 800 Chicago sustainability initiatives. A city-wide "Share Fair" was held to exchange approaches that work among these projects. In 2013-2014 the plan led to the connection of these initiatives with one another to inspire new ideas and practices through the formation of the Chicago Sustainable Leaders Network. The ICA also hosted an Energy Forum, and developing a process for sustainable planning which was piloted in Chicago's 28<sup>th</sup> Ward. Plans call for including additional communities in collaborative action and peer interchange. This work is served by an advisory board of 24 Chicago leaders.

In collaboration with several institutions of higher learning both locally and internationally, the ICA's [Service Learning](#) Program hosts and conducts university training programs in sustainable community development. Students learn from classroom techniques, community building methods practice and placement in one of the sustainability projects in Chicago.

- **Nationally**, the ICA is known for its transformational [Technology of Participation \(ToP®\)](#) facilitation methods, books, products and courses that help organizations to access their collective wisdom and unleash innovative results with the assistance of participatory group processes. The ICA provides administrative support to a professional network of ToP trainers and certified facilitators. Thousands of independent and in-house leaders and facilitators from all sectors have been trained in ToP participatory facilitation methods across the country.
- **Internationally**, the ICA-USA is a member of [ICA International \(ICAI\)](#), a global network of 35 national ICAs using participatory processes for community development. ICAI was formed as a result of a restructuring process in the 1980s that fostered autonomous national entities with their own programming, governance, and financial management systems. Member organizations, however, have a common history and, in the case of ToP, share a program brand that crosses national borders. ICA-USA's collaboration takes the form of providing volunteer placement, fund-raising support and participation on the board of the ICA-International coordinating body.

Preserving records of the 50-year international history of programs, projects, methods, and training by staff and volunteers as a public civic asset is the work of the [Global Archives](#) program. Collections of ICA's pioneering work include: participatory methods for visionary planning and action; childhood

and adult learning; locally-guided projects for mobilizing community residents; and spirit methods and resources that motivate and energize individuals and groups.

### **Current Challenges**

The next President /CEO, in addition to being the senior staff officer of the organization, will encounter these specific challenges upon his or her appointment:

1. Financial Stewardship. The organization's annual (2014) \$1.8 million budget is comprised of revenue from leases, donations, program fees. Recently staff have been encouraged to implement the principles of social entrepreneurship, though the concept is still gaining traction. Philanthropic assistance has been limited though recent indications have been encouraging. A loyal base of individual donations exist, but need continual nurture. Revenue constraints place hard decisions on management to control the overall budget while emphasizing the need for each project and program to be self-sustaining. For example, although program funding has not completely covered costs, each program has received income. Frequently trade-offs have to be made between making sure the short-falls from building operations does not siphon program funding and vice versa. While work to install solar panels on the roof of the GreenRise should soon be completed, deferred building maintenance issues persist.
2. Internal Organizational Management. The ICA philosophical approach to internal organizational management is participatory and collaborative. The input of staff is sought and incorporated into decision-making processes. Recently staff have expressed a desire to strengthen a culture of professionalism while maintaining flexibility to complete tasks and implement program strategies. While appreciating this freedom, staff desire to have clearer organizational objectives and guidance in creating individual and team objectives. A formal performance management system is not in place and clear staff roles and responsibilities are not sufficiently spelled out. A human resources consultant is now giving feedback to the President /CEO to address this concern.
3. Ability to Develop and Maintain Connections with ICA's Various Constituencies. The necessity of keeping a diverse set of stakeholders engaged makes the task of constituency maintenance important. The tension between maintaining connections with old colleagues and developing newer relationships within the ToP network, institutions of higher learning and other sectors require the President /CEO's ability to focus efforts.
4. Stronger Chicago Public Profile. The ICA enjoys a robust network of national contacts built up during its 50 year history and its Chicago reputation is emerging as a leader in the field of local community sustainability. Of the current 13 ICA board members, only 4 hail from Chicago. However, the Accelerate 77 Advisory Board of 25 and the Sustainability Leaders Network (approximately 15) provide a basis of cultivating a stronger Chicago public profile. The new President/CEO will need to be adept at continuing to raise the ICA's Chicago profile.

## Executive Profile

The Chief Executive Officer leads the day-to-day operations of the Institute of Cultural Affairs in the United States (ICA-USA) and The Ecumenical Institute (EI). The President/CEO is responsible for overseeing the administration, programs and strategic plan of the organization. Other key duties include fundraising, financial management, marketing, and community outreach. The position reports directly to the Board of Directors.

## General Responsibilities:

- 1) Organization Mission and Strategy: Works with board and staff to ensure that the mission is fulfilled through programs, strategic planning and community outreach.
  - Implementation and growth of ICA-USA's programs that carry out the organization's mission.
  - Strategic planning to ensure that ICA-USA can successfully fulfill its mission into the future.
  - Enhancement of ICA-USA's image by being active and visible in the community and by working with other professional, civic and private organizations.
  - Establishing and maintaining relationships with organizations throughout Illinois and the world to strategically enhance the furtherance of ICA-USA's mission.
  - Performs other duties as assigned by the Board of Directors.
  
- 2) Leadership and Management: Leads ICA-USA in a manner that supports and guides the organization's mission.
  - Effective administration of ICA-USA operations.
  - Hiring and retention of competent, qualified staff.
  - Maintaining a work climate that attracts, retains and motivates a diverse staff of top quality people willing and desirous of contributing to a team-oriented culture.
  - Serving as ICA-USA's primary spokesperson to constituents, the media, and the general public.
  - Oversees marketing and other communications efforts, including social media.
  - Reviews and approves contracts for services.
  - Reports to and works closely with the Board of Directors to seek their involvement in policy decisions, fundraising and overall visibility and effectiveness throughout Illinois and the world.
  
- 3) Financial and Asset Management: Oversees the financial solvency and integrity of the organization. Develops resources sufficient to ensure the financial health of the organization.
  - Fiscal accountability of ICA-USA, including submission to the Board of a proposed annual budget and bi-monthly financial statements, which accurately reflect the financial condition of the organization.
  - Fiscal management that generally anticipates operating within the approved budget, ensures maximum resource utilization, and maintenance of the organization in a positive financial position.
  - Oversee management, operations, and maintenance of 166,000 square feet of mixed-use space in historic landmark building.
  - Effective financial management of all resources to ensure fiscal integrity of the organization.

- Maintains current funding base relationships and develops new funding sources as necessary to support ICA-USA's mission.
- Signs all notes, agreements, and other instruments made and entered into and on behalf of the organization.
- Works with staff to assure the financial viability of programs.
- Ability to put in place fundraising strategies and donor relations unique to nonprofit sector.
- Has willingness and skills to raise money.

**Desired Professional Qualifications:**

- A graduate degree of masters level or higher. A bachelor's degree with 10 of years of experience in a related field will be considered.
- Executive work experience of at least five years in nonprofit organizational management.
- A familiarity and appreciation with the participatory and collaborative culture of ICA and an eagerness to serve as a facilitative leader.
- Experience working within diverse, multi-cultural environments; international work experience is a definite plus.
- An entrepreneurial approach to program development.
- Has experience in developing partnerships with multiple sectors.

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**Application Process:**

Interested candidates should send a cover letter, resume and the names and contact information of 3 references to [CEOsearch@ica-usa.org](mailto:CEOsearch@ica-usa.org). Please include your salary history and requirement. **No phone calls please.** **Application Closing Date:** September 30, 2014.