



Position Specification

The Chautauqua Institution

President

Private and Confidential

Our Client

Chautauqua Institution is a not-for-profit corporation based in a 750-acre community on Chautauqua Lake in southwestern New York State, where approximately 7,500 persons are in residence on any day during a nine-week season during which a total of over 100,000 individuals attend scheduled public events. The community comes alive each summer with a unique mix of fine and performing arts, lectures, interfaith programs, and recreational activities. Throughout all of these activities, Chautauqua is dedicated to the exploration of the best in human values and the enrichment of life through a program that explores the important religious, social and political issues of our times. The Institution stimulates provocative, thoughtful involvement of individuals and families in creative response to such issues, and it promotes excellence and creativity in the appreciation, performance and teaching of the arts. The Chautauqua experience is based around one's engagement in four program areas:

- **The Arts:** Chautauqua as a community celebrates, encourages and studies the arts and treats them as integral to all of learning. With symphony, opera, theater, dance, and visual and other arts schools, Chautauqua produces an "ecstatic mix" of programming that can be found nowhere else.
- **Religion:** At Chautauqua, religious faith is perceived, interpreted and experienced as central to the understanding and expression of our social and cultural values. Chautauqua is a community that is open to all with a wide variety of services of worship and programs that express the Institution's Christian heritage and its interfaith commitment.
- **Education:** Self-improvement through lifelong learning was at the heart of the impulse that motivated Americans and founded Chautauqua in 1874. That tradition continues today with a morning and afternoon lecture platform, continued education courses, the Chautauqua Literary & Scientific Circle book club, writers in residence, and a public library. In particular, Chautauqua's Special Studies program continues to create distinct new learning opportunities for the 10,000 lifelong learners that enroll in courses each summer. More than 300 teachers create a diverse assortment of courses for youth and adults, offering a cross-generational learning experience ranging from child and youth development, music, education, religion and philosophy, to fitness, health, and personal and professional development.
- **Recreation:** From adult to youth programs, Chautauqua has embraced the recreative experience and a healthy lifestyle as essential to the Chautauqua experience. Recreational opportunities include sailing, boating, fishing and swimming on Chautauqua Lake as well as a 36-hole golf course, fast-dry and hard-surface tennis courts, playing fields, playgrounds and fitness centers.

The Chautauqua Institution is governed by a 24-member Board of Trustees, four of whom are elected by property owners. The Board meets five times per year. The Board establishes the policies and direction of the Institution, electing the officers who are responsible for the operations of the Institution. The Board is organized into nine committees covering the operational and administrative governance needs of the Institution. Chautauqua has a current operating budget of \$30 million, with 120 full time staff and 1800 seasonal staff, and an endowment of \$80 million managed by the Chautauqua Foundation. The President has six direct reports, including CEO of the Chautauqua Foundation, Chief Financial Officer and Chief Operating Officer, Chief Marketing Officer, Vice President of Programming, Vice President of Education, and the Director of Religion.

History

The Institution, originally the Chautauqua Lake Sunday School Assembly, was founded in 1874 as an educational experiment in out-of-school, vacation learning. It was successful and broadened almost immediately beyond courses for Sunday school teachers to include academic subjects, music, art and physical education. While founders Lewis Miller and John Heyl Vincent were Methodists, other Protestant denominations participated from the first year onward, and today Chautauqua continues to be ecumenical in spirit and practice. Chautauqua's Department of Religion presents distinguished religious leaders of many faiths from this country and abroad, both as preachers and teachers.

The Chautauqua Literary and Scientific Circle (CLSC) was started in 1878 to provide those who could not afford the time or money to attend college the opportunity of acquiring the skills and essential knowledge of a College education. The four-year, correspondence course was one of the first attempts at distance learning. Besides broadening access to education, the CLSC program was intended to show people how best to use their leisure time and avoid the growing availability of idle pastimes that posed a threat both to good morals and to good health. To share the cost of purchasing the publications and to take reinforcement from others in the course, students were encouraged to form local CLSC reading circles. Soon these were established throughout the country and, in time, around the world. Among those who benefited most from the CLSC program were women, teachers, and those living in remote rural areas. At the end of their four years of study, students were invited to come to Chautauqua to receive their certificates in a ceremony, which is still held today during the first week in August.

With the success of the CLSC, many new Chautauquas were created, known as "Daughter Chautauquas," giving rise to what was called the "Chautauqua Movement." Some years later, the talent agencies that provided speakers and entertainers for these platforms put together shows of their own, which traveled to small towns across the United States and Canada. These were known as the "circuit chautauquas" or "tent chautauquas."

By 1880 the Chautauqua platform had established itself as a national forum for open discussion of public issues, international relations, literature and science. Approximately 100 lecturers appeared at Chautauqua during a season. Music became increasingly important at Chautauqua, especially after the turn of the century. A symphony orchestra season became part of the regular program in 1920. The Chautauqua Symphony Orchestra, founded in 1929, now performs thrice weekly with leading soloists in the 4,000-seat Amphitheater, Chautauqua's program center and central assembly space. Popular entertainers perform other evenings. The Chautauqua Dance program also appears in the Amphitheater, sometimes with guest artists, while the Chautauqua Theater Company presents its season in Bratton Theater. The Chautauqua Opera Company, also founded in 1929, performs both in the Amphitheater and in English in Norton Hall.

Chautauqua plays a unique educational role today, offering studies on a vacation level, a more serious level and a professional level. In addition, there are enhanced learning opportunities within Chautauqua's other programming. Courses and other opportunities for learning in the areas of the performing and visual arts, religion, recreation and the pursuit of knowledge are all available. Younger and older students often share learning experiences in an open, congenial atmosphere. Children and young people are also provided with their own special programs.

The Grounds

As stewards of the physical treasure that is this Institution, Chautauquans are called upon to protect and maintain more than 100 older and contemporary buildings used by this community of lifelong learners, students, and all visitors. More than 900 families own homes at the Chautauqua Institution, which was the recipient of the 2010 Silver Award from the International Awards for Livable Communities. Endorsed by the United Nations Environment Programme, the LivCom Awards program is the world's only awards competition focusing on international best practice regarding the management of the local environment. The Chautauqua Institution was designated on the National Registry in 1973 as an Historic District and in 1989 as a National Historic Landmark District because of its contribution to American culture.

The Chautauqua Property Owners Association serves as a communication link between individuals who own residences on the grounds and the administrative officers and trustees of Chautauqua Institution. As such, it has primary responsibility to represent to the Institution the interests and needs of property owners. CPOA holds meetings open to dues paying owners at which its business is transacted. An Executive Committee includes officers and area representatives residing in designated sections on the Institution grounds that represent their sections and provide a personal contact for owners.

In addition to private homes, non-resident guests are invited to stay at Chautauqua's famous Athenaeum Hotel, built in 1881. Throughout the summer season, guests at the Athenaeum are inspired by a variety of learning, recreational and entertainment programs that are all part of the unique Chautauqua experience. During the spring and fall months, the Athenaeum Hotel acts as a host to well-organized conferences, beautiful weddings, and special events.

Over the past two decades, the generous philanthropy of many Chautauqua families has resulted in enormous improvements to the grounds. Through the current Promise Campaign, an endowment has been established to help sustain Chautauqua's tree canopy and to purchase new trees. A large federal grant has also allowed the Institution to improve storm water management through the development of rain gardens across the grounds. Additional philanthropic resources are focused on improving water quality of the lake. The Amphitheater project, the signature focus of the Promise Campaign, will also positively impact the natural environment surrounding Chautauqua's largest gathering spot.

The Chautauqua Foundation

The Chautauqua Foundation was founded in 1937 and, today, is the principal organization responsible for the philanthropic funding of the Chautauqua Institution. In 2001, Thomas Becker became the first full-time CEO of the Foundation, before going on to lead the Institution overall. Prior to that time, the volunteer chairman of the Board of Directors served as President of the Foundation. The current CEO of the Foundation reports directly to the President of the Chautauqua Institution, and to the Foundation's Board of Directors (a separate governing entity from the Chautauqua Institution's Board of Trustees).

In its current role, the Foundation develops and maintains programs, products, and vehicles appropriate to the philanthropic needs of the Institution as determined by the Board of Trustees and the administration. In addition, it assures fiduciary care in the investment, custody and administration of funds raised, and disburses funds to the Chautauqua Institution. The Foundation develops and maintains a competent and active Board of Directors and a professional staff appropriate to carry out its responsibilities, and it engages other volunteers as appropriate.

The Role of President

Reporting to the Board of Trustees, the President is responsible for leading and managing the Chautauqua Institution's strategic, programmatic, financial, and management operations, including overseeing the care and preservation of the grounds. The President will build upon the strengths of the past, and continue to raise Chautauqua's profile and reputation as a leader in the consideration of human values and the enrichment of life through a program that explores the important religious, social and political issues of our times. He or she will further Chautauqua's mission and chart the course for a strong and evolving future, while also protecting and respecting the legacy and intent of the Institution.

The President will play the primary role in representing Chautauqua to the national and global stakeholders and leaders who come to Chautauqua to participate in its wide ranging intellectual discourse and programs. As such, he or she will build upon the already strong network of influencers who have contributed to Chautauqua's reputation as a convener. The President will be expected to provide intellectual leadership and insight in developing future programs, curricula, and speaker series. He or she will represent the Institution's interests to its diverse constituencies and will enthusiastically embrace a leadership role in the local community of Chautauqua, while working to maintain and build upon the Institution's strong ties to diverse communities and leaders nationally and internationally.

Critical to the President's success will be the ability to fundraise effectively in coordination with the Boards of Trustees and Directors, and the staff of the Chautauqua Foundation. The successful candidate will have a track record of resource-building with significant creativity and clarity of purpose. Ensuring a wide range of donors feel included and involved, the President will increase and diversify financial support from individual donors, foundations, and corporations for annual operations and programs, remaining capital projects, and growth of the Institution's endowment. The President will also work in close partnership with the Boards of Trustees and Directors to develop productive working relationships with all stakeholders of the Chautauqua community, including property owners, visitors, supporters, and broader constituents.

Candidate Profile

The Chautauqua Institution seeks an accomplished, inspirational, and broadly connected leader who is passionate about exploring social, political, and religious issues and promoting excellence and creativity in the appreciation, performance, and teaching of the arts. The successful candidate will possess the strategic acumen and capacity to build a vision for the Institution, as well as the ability to articulate that vision to the community and the management skills to lead a team in its implementation.

The President will be a person of intelligence and deep curiosity, whose professional experience and personal characteristics inspire confidence and respect among internal and external constituencies. In addition to exhibiting clear management acumen, this person must be a visionary leader, a humanist at heart, and a passionate advocate for the power of knowledge in all of its forms.

The successful candidate will have demonstrated success developing a compelling strategy for an organization, building the financial and ideological support for its implementation, and skillfully balancing and aligning the needs of multiple interests. He or she must possess the business acumen, management and leadership skills necessary to lead the Institution strategically into the future and build on its accomplishments to date.

The President will demonstrate an ability to assess challenges of a changing world and highly competitive market and, in partnership with the Board of Trustees and staff, develop and implement a vision that will allow Chautauqua to continue to make an impact and draw increasingly diverse communities to the grounds.

Foremost among the President's personal characteristics will be the ability to communicate effectively and to build strong relationships that inspire the confidence of a wide variety of individuals, both internal and external to the organization. This includes working closely with the Trustees and Directors to understand their individual and collective goals as they relate to Chautauqua. As a steward of the Institution's resources, this individual will be adept at listening, informing, and contributing to a strategic vision, coupled with a willingness to be accountable for the oversight of implementation.

The successful candidate will have a track record of successfully leading a nonprofit, academic, private, or public enterprise with a diverse and highly complex constituency. This individual will have proven an ability to create and foster an atmosphere of commitment, teamwork, and mutual respect among staff. The President will demonstrate the highest degree of personal responsibility, accountability and honesty. Additionally, he or she will have a vigorous work ethic and an entrepreneurial spirit driven by a vision to build upon the reputation and legacy of Chautauqua and forge a path towards a successful and sustainable future.

In terms of the performance and personal competencies required for the position, we would highlight the following:

- **Strategic Leadership:** The successful candidate will be a visionary leader with the ability to drive the articulation of Chautauqua's vision for the future. The President will have a demonstrated record of setting priorities and leading organizations to success. He or she will be a strategic thinker who will work with the Trustees, Directors, and senior leadership team to establish and pursue goals in support of Chautauqua's mission.
- **Management of Teams and Resources:** The President must possess the ability to develop and lead teams, engage them in Chautauqua's vision for the future, and both motivate and manage them towards the effective implementation of those goals. The successful candidate will demonstrate substantive experience managing people and resources in complex and multifaceted institutions. The candidate will have the ability to set priorities decisively, build consensus, delegate responsibilities, assure accountability, and allocate resources to ensure results.
- **Communication and Relationship Building:** The successful candidate will be an articulate, dynamic, and effective communicator who can persuasively articulate Chautauqua's direction and strategy, both internally and externally, and inspire the Institution's constituents towards his or her vision for the future. He or she will be as effective engaging wide audiences as communicating one-on-one. The successful candidate will use his or her professional network to substantively further the mission of Chautauqua, while maintaining and promoting a non-partisan agenda.
- **Thought Leadership and Credibility:** The successful candidate will possess the intellectual rigor, curiosity, and breadth to fulfill the President's role as thought leader of the Chautauqua community. In this role, the President will engage leading thinkers nationally and internationally on behalf of

the Institution. Both in Chautauqua's current capacity and looking ahead, the successful candidate will have the ability to inspire the Boards, staff, and the community writ large.

- **Resource Development:** The successful candidate will possess the ability to work with Chautauqua's team and Boards in growing the institution's funding base and diversifying its financial support. He or she will be adept in cultivating relationships and will be able to inspire loyalty to and support of Chautauqua as well as elevate the reputation of the Institution. Further, he or she will engage his or her professional network to substantively further Chautauqua's mission.

Contact

Russell Reynolds Associates has been exclusively retained for this search. Prospective candidates are invited to contact Russell Reynolds Associates at chautauqua@russellreynolds.com. All inquiries and discussions will be considered strictly confidential.