



We're Hiring! **EmcArts Program Manager**

ABOUT CULTURESOURCE

CultureSource is a Detroit-based coalition of cultural organizations and creative people that supports the vitality of Southeast Michigan's arts and culture community. Around 170 arts and culture nonprofits comprise our membership, and we use our expertise to serve artists, philanthropists, and policymakers striving to have creative and cultural expression benefit the public across our seven-county region.

Our work involves facilitating convenings and networking activities, managing funding and grantmaking initiatives, collecting data, and sharing knowledge.

Across our five-year strategy for progress (from 2017 to 2022), we re-imagined and re-tooled our organization to maintain our viability and be able to meet the contemporary needs of our region's cultural sector. One outcome of this effort is **our ambitious integration of the consulting firm EmcArts into CultureSource**:

- EmcArts is a social enterprise that for twenty years has been devoted to the discipline of adaptive changemaking, working with leaders and organizations as they take on their most complex challenges.
- Emc's work includes offering leadership development workshops, single-organization business development consulting, learning labs for cross-disciplinary teams, executive coaching, and other programs related to managing change and innovation adaptively.
- In June 2021, CultureSource began a process of legally integrating EmcArts into our organization.
- We did this to offer the Metro Detroit arts and culture community even more resources that help their creative practices and businesses thrive. This focus is especially relevant because of the historic upheaval that the cultural sector is experiencing, which has revealed both the insufficiencies of traditional planning and operating practices and the opportunities for building new changemaking muscles. We wanted to diversify CultureSource's services and revenue-earning potential too.
- The legal transaction for integrating Emc into CultureSource was completed in 2022 and the legal dissolution of Emc was completed in 2023.
- Our long-term vision is for major growth and expansion of the EmcArts work, with CultureSource continuing to offer Emc's services throughout North America, though always rooting that service in our existing local practice, using Metro Detroit as a home base, hub, and incubator of ideas and talent.

CultureSource's pursuit of success and bold moves like this has been guided by our seventeen-person board of directors, full of executives experienced in business development, and it is attributable to our nine-person staff team's evolving efforts to refine strategy and address member and partner needs. (*Visit culturesource.org/about-culturesource for details about our core beliefs and foundational ideas too.*)

In order to realize our near- and long-term goals for leveraging the added capacity of EmcArts, we seek a new team member—the **EmcArts program manager**—dedicated to managing programs for clients,

2/27/2023



supporting operational projects, and contributing to the successful integration of EmcArts into CultureSource.

Our operation of this consulting practice within CultureSource feels like a start-up enterprise. We expect significant growth, and as a bigger team develops around this work, the EmcArts program manager will have the ability to diversity and increase their work scope.

POSITION PROFILE

Project Management

In this early phase of the EmcArts integration, most work projects are internal: structuring and managing knowledge and data transfer systems, seeking and eliminating enterprise redundancies, establishing new administrative procedures, and keeping stakeholders informed of and engaged in progress. The manager will maintain relationships with EmcArts process facilitators and other contractors (including drafting agreements, scheduling, and serving as their main point of contact). Related to programs, the manager will drive the work of planning and implementing Emc programs—workshops, seminars, coachings, one-time and ongoing consulting, etc.—handling activity logistics and coordinating other CultureSource staff as additional support on projects.

Program Development

The EmcArts program manager will seek to grow their knowledge about systems change, innovation, change management, and adaptive leadership through individual investigations and peer dialogues. The manager will use their understanding of foundational concepts and emergent practice to join other CultureSource staff members and contractors in developing new programs, tailoring existing programs to client needs and CultureSource needs, identifying growth opportunities, and generally nudging the work forward as a business venture and creative venture.

EmcArts Community

Even when it was a standalone business, EmcArts has always functioned as a community of individuals—employees, contractors, advisors, facilitators—bonded by an interest in studying, discussing, and pursuing changemaking strategies in the arts and culture sector. The EmcArts program manager will foster that culture of collaboration, and will work in partnership with the executive director on business development, the chief of staff on operations integration, and the CultureSource programs team on implementing Emc programs. This position facilitates communication and learning within the EmcArts community too, serving as the first point of contact for program alumni, clients, and participants who have questions and serving as a distributor of updates and resources to them too.

CANDIDATE QUALITIES & CHARACTERISTICS

The ideal candidate likely has many of the following characteristics:

- **Curious about Arts Leadership and Entrepreneurship** - exhibits insatiable interest in understanding how systems, organizations, teams, and groups function, especially in arts and culture contexts
- **An Implementer** - confidently turns their ideas or others' into action, relying on good planning and improvisation as tools
- **A Dreamer** - uses an ability to see beyond the present moment as motivation to work toward the next moment
- **Proactive** - often anticipates and acts without needing a prescribed things-to-do list
- **Comfortable with Change** - knows how to adapt thinking and actions to new work conditions and opportunities without feeling destabilized



Given the small-yet-mighty size of the CultureSource team and our interconnectedness, it is important that our EmcArts program manager possess work preferences, skills, and qualities that complement and diversify what currently exists on our team. This dimension of candidacy will be explored in the search during staff–candidate meetings.

We can imagine many kinds of people in this role, and some distinct types of applicants include (but are not at all limited to) mid-career professionals in the arts and culture sector, PhD candidates or graduates in organizational development, non-arts operations specialists or project managers, individuals with specialties in consulting or arts leadership returning to the workplace after a career pause, artists, people who have had jobs in a community engagement or arts learning department, executives looking for a change in work pace or responsibility, people interested in curriculum or experience design, and people who identify as entrepreneurial.

ADDITIONAL NOTES

The EmcArts program manager position is a 40-hour per week role that reports to the director of programs and has secondary reporting roles to the executive director and chief of staff. The position works out of our Detroit office (Chroma, 2937 E. Grand Blvd), with regular travel throughout Southeast Michigan and occasional travel outside of the region for program management, client visits, or research and development. The target annual salary for the role is \$65,000.

Our work at CultureSource can be intense:

- Being a service organization, CultureSource offers help to members of our community in times of crisis, distress, confusion, or loss, as well as in times of opportunity.
- Working with people who have been oppressed by privilege is expressed in our guiding principles and is an essential dimension of our work. As such, we spend intentional time as a team naming, exploring, and understanding identities—whether in small project-specific groups or as a whole staff.
- Our work often lacks obvious actions and answers, in part because we try to engage emergence, be on the front edge of spotting trends, and work with creative expression. This means our progress and conversations are often nonlinear and involve extended probing and exploration.

Members of the CultureSource team are expected to be prepared for, be present throughout, and participate in each of the work environments and experiences described above, whether they are difficult, taxing, or emotionally heavy. CultureSource staff, in particular the executive director and ombudsperson, exist as allies and resources in how to navigate these situations.

CultureSource values difference and inclusion, and our hiring practices embody our stance as an equal opportunity employer. Beyond saying these things, we try to represent these beliefs throughout our foundational documents, in our programmatic and operations decisions, and in the dedication of individuals in our organization to working on their own personal cultural competency. We motivate candidates to apply who think this role is a stretch given their perceived professional capacity. We also hope that people who have felt oppressed by privilege in past professional situations consider applying.

There are no specific educational or work experience requirements for this role, though candidates will be expected to articulate a commitment to learning and education, art and creativity, and setting and achieving goals.

APPLYING

Interested candidates should email the following to wrush@culturesource.org with "EmcArts Program Manager - [LAST NAME]" in the subject line:



- **Resume** detailing experiences, accomplishments, and personal/professional traits relevant to the CultureSource work environment and the EmcArts program manager role outlined in this position profile
- A **brief statement** about the EmcArts program manager position that expresses why you are interested in this role and that in its style and presentation, conveys your approach to establishing relationships, organizing information, and compelling engagement

Note: The candidacy of people who submit the materials above will be kept confidential from people outside of this hiring process. This search is launching in February 2023. We anticipate beginning candidate screenings in April 2023 and we will search patiently and continuously until we find a good fit. Consider the search open and ongoing until we have posted an announcement to the contrary on our website's staff page.

RECOMMENDATIONS

We appreciate recommendations and value the varied perspectives of our partners.

If you are not interested in applying for this position but know someone you believe would be a good fit for this role, please feel free to email us at the address above with that name (and certainly encourage them to apply). As you know, in life, many of us need a nudge, advocate, or mentor to make a change or bold move. You could be that for someone here. Thanks.