

THE BROAD

Opportunity and Challenge Profile

The Broad
Search for the Chief Strategy Officer, Audience and Community
Los Angeles, California

The Broad seeks a strategic, ambitious, and entrepreneurial leader to join its senior team as the inaugural Chief Strategy Officer, Audience and Community (CSO). In this new role, the CSO will build on the success of the past seven years and work to enhance, deepen, and evolve The Broad's overall public and community profile, including its renowned and innovative visitor and audience engagement programs. Reporting to The Broad's Founding Director, Joanne Heyler, the CSO will lead, inspire, and build collaborative teams and define strategies to optimally serve The Broad's audience, communities, and stakeholders. The CSO will shape the next chapter for this high-profile contemporary art institution by guiding the teams working on brand, marketing, and communications; digital content and social media; all visitor interface, including live programming and audience engagement; community engagement and education; The Broad's Diversity Apprenticeship Program; employee engagement; and The Broad's relationships with key stakeholders such as sponsors, peer organizations, and diverse communities.

Founded by philanthropists Eli and Edythe Broad, The Broad opened to the public in September 2015 and quickly became one of the most distinctive, popular, and relevant cultural institutions in Los Angeles. The Broad welcomes a strikingly young, diverse, and international audience and has attracted more than four million visitors since opening. Consistent with The Broad's commitment to increasing access to art and belief in artists' perspectives as vital to understanding the complexity of the world, The Broad offers free general admission, presents an active program of ticketed rotating temporary exhibitions, and prides itself on creative methods of engagement. As a pioneering arts institution, The Broad is approachable and non-conventional, and has a strong commitment to its local community through public programs and community engagement and has deeply enhanced the cultural vitality of Grand Avenue in downtown Los Angeles.

As The Broad continues to grow and transform how museums reach and engage with audiences, the Founding Director has restructured the top leadership of the organization to create a new Chief Operating Officer (COO) position, which has been filled, and this CSO role. The CSO must ensure strategic alignment of all public-facing aspects of the Museum, including the growth and vitality of the Museum's profile locally, nationally, and internationally. The successful candidate will have a demonstrated passion for creatively bringing new and effective ideas to cultural spaces, attracting and expanding a wide and diverse audience to art and/or visual culture, and guiding efforts ranging from grassroots engagement to strategic digital marketing outreach. The CSO will represent The Broad in public settings and will have frequent interface with The Broad's board of directors. The CSO must have seasoned managerial skills, a strong grasp of the needs of young and diverse arts audiences, excellent capabilities guiding internal teams, strong verbal communication and interpersonal skills, and the ability to lead through growth with good humor and positive results.

A list of the desired qualifications and characteristics of the CSO can be found at the conclusion of this document, which was prepared with the assistance of Isaacson, Miller, a national executive search firm,

to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.



About the Broad

Described by Los Angeles Mayor Eric Garcetti as “an outstanding addition to Downtown Los Angeles that has strengthened L.A.’s place as a world capital of contemporary art,” The Broad has become one of the most notable new contemporary art museums in the country since its founding in 2015. According to *TimeOut*, the Broad is one of the top 15 art museums in America, making it the youngest museum in the top 20.

The Broad is home to nearly 2,000 works of art in the Broad collection, which is one of the world’s leading collections of postwar and contemporary art. The collection features in-depth holdings of influential contemporary artists such as Jean-Michel Basquiat, Mark Bradford, Jasper Johns, Jeff Koons, Barbara Kruger, Yayoi Kusama, Kerry James Marshall, Julie Mehretu, Takashi Murakami, Robert Rauschenberg, Ed Ruscha, Cindy Sherman, Cy Twombly, Andy Warhol, and more, plus an ever-growing representation of young artists.

The 120,000-square-foot building, designed by Diller Scofidio + Renfro, in collaboration with Gensler, features 50,000-square-foot of gallery space and is the headquarters of The Broad Art Foundation’s worldwide lending library, which has been loaning collection works to museums around the world since 1984. The building’s stunning architectural design, dubbed “the veil and the vault,” merges the two key components of the building – public exhibition space and collection storage – in unique ways and draws people to the site.

Founded on the principle of making contemporary art available to the widest possible audience, The Broad attracts an increasingly young audience that reflects the diversity of Los Angeles. Over 60% of the Broad’s visitors come from backgrounds traditionally underrepresented in the museum space. The Museum offers free general admission and presents an active program of rotating temporary exhibitions and innovative audience engagement. The Broad prides itself on making contemporary art accessible and fun, while remaining among the world’s most prominent and innovative contemporary art museums.

In 2017, The Broad launched a new diversity initiative, The Diversity Apprenticeship Program (DAP), funded in part by the Institute of Museum and Library Services, providing job training opportunities in art preparation and art handling to people in groups that are traditionally underrepresented on museum staffs. Through its nine-month, full-time paid apprenticeships, The Broad's DAP serves as a real-time springboard for museums to move toward more-equitable workforce strategies.

The Broad: Core Values

We believe that increasing access to art and artists' perspectives is vital to understanding the complexity in our world and seeing possibility within ourselves.

We aim to create a welcoming, inclusive space for diverse audiences where everyone feels safe, respected, and that they belong.

We encourage our visitors to embrace the honesty, wonder, and joy in contemporary art.

We strive for equity — for both visitors and staff — in our practices, culture, community engagement, programs, and exhibitions.

We question conventions, seek innovation, and aspire to lead with relevance and imagination.

To learn more about the Museum, visit: <https://www.thebroad.org/about>

Leadership

Joanne Heyler is founding director of The Broad and a member of the Museum's Board of Directors. In addition to her role at The Broad, she serves as the director and chief curator of The Broad Art Foundation, which was created in 1984 as a pioneering lending library dedicated to increasing public access to contemporary art through an enterprising loan program and is now headquartered at The Broad.

Committed to The Broads' mission, Ms. Heyler leads development of innovative approaches to museum programming, audience engagement, visitor services, marketing, advertising, public relations, social media, and digital platforms at The Broad.

Starting in 2010, Ms. Heyler oversaw every aspect of the development of the Museum, from building its staff, to setting its exhibition plans, to establishing The Broad's international profile. Upon its opening, The Broad was the first entirely new major museum founded in Los Angeles in almost 20 years. Ms. Heyler worked closely with Diller Scofidio + Renfro, Gensler and numerous specialists to ensure optimal realization of the museum.

As the director and chief curator of The Broad Art Foundation, Ms. Heyler has actively grown the foundation's collection with the addition of nearly one hundred artists, including deep representations by artists ranging from postwar figures like Andy Warhol and Joseph Beuys to contemporary artists such as Kara Walker, Mark Bradford and Jeff Wall. Under Ms. Heyler's leadership, recent acquisitions have included works by Hank Willis Thomas, Cathie Opie, Shirin Neshat, Mickalene Thomas and Sayre Gomez and The Broad Art Foundation's commitment to diverse representation. Ms. Heyler also oversees the foundation's lending library, expanding the reach of the program to nearly 9,000 loans to over 600 museums and galleries worldwide since its founding in 1984.

Ms. Heyler began working for The Broad Art Foundation in 1989 and is closely involved with Eli and Edythe Broad's major philanthropic investments in the visual arts, which have included the Museum of Contemporary Art, the Broad Contemporary Art Museum at the Los Angeles County Museum of Art, and the Zaha Hadid-designed Eli and Edythe Broad Art Museum at Michigan State University.



Current Context

In its brief seven-year history, The Broad has grown rapidly in popularity and impact, both locally and globally. The Broad celebrates its 10th anniversary in 2025, and the creation of the CSO role signifies the evolution the organization seeks as it enters its second decade with a deepened commitment to serving its audience and community. The Broad has thrived on developing a distinctive culture where new and innovative approaches to the museum experience are valued and embraced, where the doors are intentionally open and the barriers to entry are low, and where flexibility and fluidity are valued. As the Broad grows and evolves, this entrepreneurial spirit must continue to guide and animate the organization. At the same time, as a growing institution, the Museum will benefit from a maturing of its systems and organizational structures to ensure more consistency and accountability in its operations and strategy. The Broad aims to carefully thread this needle — to grow as an organization while resisting worn or rigid structures that would be inconsistent with its guiding principles and the magic of its vision.

The Broad has employs 50 full time employees and 37 part time and temporary staff members who form the creative and administrative core of everything The Broad does. In 2021, the Museum welcomed a new Chief Operating Officer and announced the development of this CSO role. These two senior leadership positions will strengthen the interconnectedness of internal teams and build a collaborative, well-coordinated organization that is prepared to fulfill the Museum's vision and commitments.

Role of the CSO

Reporting to and working in close collaboration with the Founding Director, the CSO will be a visionary, creative, and innovative leader whose primary goal is making The Broad the most exciting and interesting

place to visit amidst an evolving, and increasingly competitive, art and culture landscape in Southern California. The CSO will oversee and inspire teams working in visitor experience, audience engagement, marketing & communications, and the Diversity Apprenticeship Program. The CSO must possess strong business acumen and financial management skills and have experience driving growth in earned revenues.

Key Opportunities and Challenges for the CSO

To be successful, the CSO must address the following opportunities and challenges:

Articulate a vision for external engagement and set an agenda for achieving excellence, growth, and impact

The inaugural CSO must possess and execute on a bold, fresh vision for growing the potential of The Broad in all its public-facing efforts, from marketing to audience and community initiatives. The CSO must understand and embrace the perspectives of every visitor who walks through the Museum's doors or attends a live program, with a keen eye towards meaningful engagement. The CSO will leverage the strengths of the current staff in audience engagement and visitor experience, including its innovative digital platform, while developing a broader digital content strategy and leading-edge vision for external engagement. The CSO will develop new data-driven processes that remain true to the Broad's branding, while reducing inefficiencies and allowing the Broad to continue to be relevant in the current moment. All this requires a solid background in budget planning and management with an eye on growing revenue from ticket sales and retail. At every turn, the CSO will inspire and push boundaries.

Demonstrate a commitment to Diversity, Equity, Inclusion, and Accessibility

From its founding in 2015, The Broad has been actively incorporating practices that advance diversity, equity, and inclusion into the fabric of the organization, and the CSO will play an important role in continuing this work. The CSO will demonstrate a dedication and commitment to the values of DEIA and integrate DEIA efforts in all decision-making and practices, both internally and externally. The CSO will work to actively combat structural racism through supporting the recruitment, retention, and promotion of BIPOC staff, ensuring that engagement at the Broad is informed by a cross-cultural understanding. The CSO will also prioritize increasing accessibility and continuing to attract diverse audiences, safeguarding the Broad as a place where these audiences are welcomed, respected, celebrated, and engaged.

Foster a culture of trust, collaboration, transparency, and accountability

The CSO will take lessons from the last seven years and work with senior staff to coalesce the community around leadership's vision and optimism for the future. The CSO will hold their teams accountable while simultaneously cultivating an environment that values trust, direct feedback, and conflict resolution. To promote synergy, and build synchronicity and trust, the CSO will work closely with senior staff to streamline communications and efforts across teams and break down silos. The CSO will be authentic and accessible, empower staff, and foster professional development at all levels to help team members realize their potential.

Serve as an ambassador for the Broad in the greater Los Angeles community and beyond

The Broad offers a service to the city of Los Angeles, the Los Angeles arts and culture space, and other cultural organizations nationwide. With a focus on increasing access, the CSO will examine and increase

the organization's engagement with the local Los Angeles community and museum audiences. The CSO will support the continued pursuit of opportunities and partnerships throughout Los Angeles and build thoughtful relationships to integrate the surrounding community into the organization and ensure that the Broad remains relevant and responsive to community needs and interests.

Qualifications and Characteristics

The Broad seeks candidates with the following qualities and characteristics, understanding that each candidate brings relative strengths and weaknesses and that no single candidate will likely be strong in every area:

- A deep understanding and excitement for the Museum's mission to make contemporary art accessible for all;
- A proven record of senior leadership;
- A demonstrable commitment to, and track record of, promoting, advancing and supporting an equitable, inclusive, socially just and diverse community;
- Demonstrated ability to engage and inspire stakeholders through persuasive communication, personal style, authenticity, humor, and warmth;
- Demonstrated ability to develop innovative ideas and effectively implement them;
- Ability to think big, instill confidence, and mobilize support for new ideas;
- Demonstrated ability to strategically deploy limited resources for the greatest impact;
- Deep understanding of audience/customer interests, motivations for engagement, and learning styles;
- Strength in developing and implementing successful communications strategies;
- Experience working with other executives across various functional departments to align foundational goals;
- Proven ability to lead and inspire a large team, building consensus, fostering cross-departmental collaboration and communication, and bringing together disparate stakeholders to achieve clear and measurable shared goals;
- Strong financial management including budgeting and driving growth in earned revenues;
- Goal-oriented and accountability-driven with a flexible and nimble management style.

Location

Los Angeles is a global city where culture, business, and industry blend. It is where four million people power the world's 15th largest economy. L.A. County has the largest population of any county in the United States and is one of the most populous metropolitan areas in the world. Its nearly 10 million residents represent more than 140 cultures and speak an estimated 224 languages. With an average of 292 sunny days per year and home to the largest city park in the country, countless hiking trails and some of the nation's best museums, restaurants, and music, Los Angeles is internationally recognized as one of the most vibrant and livable cities in the world.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. For more details, including the full position profile and to submit inquiries, nominations, referrals, and applications, please see the Isaacson, Miller website for the search: www.imsearch.com/8622. Electronic submission of materials is required.

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The Broad is an equal opportunity employer, and we aspire to reflect the diversity of Los Angeles in both our staff and our visitors. It is the practice of The Broad to offer equal opportunity consistent with applicable federal and state law in all aspects of employment. All employment decisions will be made in compliance with applicable federal and state laws prohibiting discrimination on the basis of race (including traits historically associated with race, including but not limited to hair texture and protective hairstyles), religion, creed, color, national origin, ancestry, marital status, sex, pregnancy, gender, gender identity, gender expression, age, medical condition (as defined by California law and including Acquired Immune Deficiency Syndrome (AIDS), actual or perceived), genetic information, physical or mental disability, sexual orientation, military or veteran status, having filed a discrimination complaint or any other status protected by applicable law. The Broad believes that by actively building a diverse workforce we can innovate, inspire, and engage with the widest possible audience.

The statements in this description represent typical elements, criteria, and general work performed. They are not intended to be construed as an exhaustive list of all responsibilities, duties, and skills required for the job.

**Reasonable accommodations will be made for qualified candidates with disabilities in accordance with the ADA and the ADAAA.*