



**Search for the Chief Administrative Officer
The Pittsburgh Cultural Trust
Pittsburgh, PA**

THE SEARCH

The Pittsburgh Cultural Trust (the Trust), one of the nation's premier arts presenters and a major catalytic influence in the city of Pittsburgh, seeks a Chief Administrative Officer (CAO). Founded in 1984, the Trust presents an array of quality performing and visual arts, provides comprehensive educational experiences, and stewards Pittsburgh's Cultural District as a national model of economic revitalization through the arts. Lauded as "the single greatest creative force in Pittsburgh," the Trust has worked to make the Steel City a place where the arts can flourish.

The Trust and the 14-block Cultural District it administers have successfully created a vibrant center for culture, art, food, and community in downtown Pittsburgh and provide a home for a broad range of performance groups and numerous resident companies. Approximately 2 million people visit the Cultural District each year to enjoy over 1,500 world-class performing arts events and visual arts exhibitions, generating an estimated economic impact of \$303 million. The Trust also manages 1.3 million square feet of real estate and provides core support services to its multiple partner organizations in the District. The Trust represents a unique model of how public-private partnerships can reinvent a city with authenticity, innovation, and creativity.

The Trust employs 130 full-time and between 400 and 500 part-time staff, and its FY2023 revenue totals \$62 million. The CAO will report to the President and Chief Executive Officer. The CAO's direct reports will initially include the Vice President of Human Resources and Legal Affairs, the Director of Shared Services, and the Manager of Board Engagement and Executive Special Projects.

In partnership with the President and CEO and peers on the senior leadership team, the CAO will influence the Trust's daily operations, build more robust and efficient cross-departmental collaboration, and support the CEO in translating strategy into actionable goals for performance and growth. The CAO will mature the Trust's human resources function, improve efficiency by introducing new processes and procedures, promote effective board governance, engage advisory committees and District partners, and steward the organization's department that provides services to District arts organizations. The CAO will be a strategic leader and culture builder, nurturing strong, reliable teams and a healthy and collaborative internal environment that celebrates diversity, equity, accessibility, and inclusion.

ABOUT THE TRUST

History

After several decades of deindustrialization and economic decline, Pittsburgh began to transform in the 1980s and '90s into a hub for healthcare, education, technology, and the arts. Much of this development, Pittsburgh's "third renaissance," can be traced to H.J. "Jack" Heinz II, CEO of the H.J. Heinz Company and co-founder of the Pittsburgh Cultural Trust. Mr. Heinz envisioned a colossal transformation that would turn Pittsburgh into a thriving center of world-class art and entertainment. His vision was two-fold: the arts could catalyze economic, commercial, and residential development of downtown Pittsburgh while also enriching the quality of life for residents and visitors alike. When other U.S. cities abandoned their respective downtowns for strip malls and big box stores, Pittsburgh preserved its historical significance and became a national model of urban redevelopment through the arts, largely thanks to the leadership of the Pittsburgh Cultural Trust.

The Trust Today

Today, the Trust is a unique, complex, and multifaceted nonprofit that presents diverse artistic and educational programming, manages downtown Pittsburgh's Cultural District, and collaborates with and supports affiliated arts organizations in the community. The Trust is also one of downtown Pittsburgh's largest property owners. This was accomplished through its purchase and renovation of numerous historic theaters, construction of new performance venues, acquisition of smaller arts organizations needing support, development of urban parks and riverfront recreation spaces, and tactical purchases of numerous empty downtown storefronts to preserve them and ensure their future development.

Programming and Education

The Trust presents an array of arts programming, including dance, musical theater, live music of every genre, opera, talks and poetry, cinema, magic shows, comedy shows, and more. The Trust also operates five galleries showcasing a rotating schedule of exhibitions by regional, national, and international artists; maintains an expansive program of outdoor public art installations; and offers an array of educational workshops to children, teens, college students, adults, educators, and schools. To learn more about the Trust's programming and to view its calendar of events, please see [here](#); to view its visual arts offerings, please see [here](#); and to view its educational programs, please see [here](#).

Pittsburgh Cultural District

The Cultural District spans 14 square blocks in downtown Pittsburgh and is one of the country's largest land masses "curated" by a single nonprofit arts organization. Pittsburgh diverges from other cities that house cultural activity within a single performing arts center. Instead, the Cultural District features an array of world-class theaters, engaging art galleries, inspiring public parks and art installations, riverfront recreation spaces, renowned restaurants, and diverse retail stores. These spaces are home to live entertainment, contemporary music, modern dance, visual art, theater, classical music, opera, ballet,

popular musical theater, film, and more. Some of this programming is presented by the Pittsburgh Cultural Trust itself and some by other organizations that call the District home, including the Pittsburgh Ballet Theatre, Pittsburgh Civic Light Opera, Pittsburgh Opera, Pittsburgh Public Theater, Pittsburgh Symphony, and the August Wilson African American Cultural Center. The District is also home to the city's High School for Creative and Performing Arts. For a list of the Trust's properties, venues, and programming divisions, please see [here](#).

Shared Services

The Trust is a world leader in collaboration among arts organizations. Through its Shared Services department, the Trust increases efficiencies and decreases costs for Cultural District member organizations. Shared Services projects include bulk purchases of office essentials, pooled negotiation of healthcare benefits, District-wide program book production and sales, a shared arts marketing database, strategic joint marketing efforts, and finance and human resources support. Shared Services is housed within the Trust but is recognized as an association for Pennsylvania legal purposes. Its seven members are the Pittsburgh Ballet Theatre, Pittsburgh Civic Light Opera, Pittsburgh Opera, Pittsburgh Public Theater, Pittsburgh Symphony, August Wilson African American Cultural Center, and the Trust.

Tessitura

The Trust holds the master license for [Tessitura](#), a shared customer relationship management and ticketing system. Tessitura is used by the seven organizations within Shared Services, as well as five other arts organizations in the area. The Pittsburgh installation of Tessitura generates \$125 million in transactions each year and is the world's largest multi-organization user of the platform.

ORGANIZATIONAL DETAILS

The Pittsburgh Cultural Trust is a 501(c)(3) nonprofit organization headquartered in Pittsburgh, Pennsylvania. The Trust's FY2023 operating revenue totals \$62 million, its operating expenses total \$62 million, and its assets total \$220 million. Seventy-five percent of the Trust's operating revenue is earned, while 25 percent is derived from fundraising. The Trust manages 1.3 million square feet of real estate and is one of the largest property owners in downtown Pittsburgh.

The Trust employs 130 full-time and between 400 and 500 part-time [staff](#) and is supported by a committed group of over 500 volunteers. The Trust works with five unions representing the following groups: stagehands, operating engineers, ticket sellers, wardrobe, and wigs and makeup. Twenty-three of the Trust's staff are required by union contract.

The Trust is led by a dynamic 13-member leadership team currently comprising the President and Chief Executive Officer; Executive Vice President; Chief Information Officer; Chief Marketing Officer; Chief Security Officer; Senior Vice President of Development & Real Estate; and Vice Presidents of Arts Education, Finance, Guest Services & Patron Experience, Human Resources & Legal Affairs, Strategic Partnerships & Community Engagement, Venue Infrastructure, and Venue Operations.

The Trust is governed by a 52-member board of trustees, of which 39 are term trustees. The board chairs of the Cultural District member organizations and the mayor, city council president, and county executive are *ex officio* members. The board meets five times a year, while the executive committee of the board meets six times a year. The Trust is also supported by several advisory boards without fiduciary responsibility. For more information on the Trust's boards, please see [here](#).

LEADERSHIP

In early 2023, distinguished arts and culture leader Kendra Whitlock Ingram assumed the Presidency of the Pittsburgh Cultural Trust from long-time leader J. Kevin McMahon, who had served as president of the organization for over 20 years. Prior to her arrival at the Trust, Ingram served as the executive director of the Newman Center for the Performing Arts at the University of Denver, Vice President of Programming and Education at the Omaha Performing Arts Center, and most recently as the President and CEO of Milwaukee's Marcus Performing Arts Center, a nonprofit arts presenter quite similar in mission to the Trust. Ingram, who is biracial and Black, is the first person of color to hold the President and CEO position at the Trust.

RECENT STRATEGY

Ingram took the helm of an organization that, for nearly forty years, has played a central role in revitalizing Pittsburgh, improving the regional economy, and enhancing the city's quality of life. While the Trust has enjoyed decades of growth and prosperity, it has recently grappled with challenges related to the COVID-19 pandemic. When it was impossible to hold in-person performances, the Trust went through a period of financial difficulties and was forced to furlough staff, challenges that many arts organizations across the country faced. Fortunately, the Trust has made a tremendous recovery in the years since and has largely returned to its pre-pandemic strength. The Trust also recently completed a three-year comprehensive capital campaign that was successful in raising \$175 million.

The Trust is currently guided by its 2021-2023 strategic plan. Key priorities include attracting new audiences and regaining audiences lost during the pandemic; deepening visitor engagement; continuing to enhance the infrastructure, aesthetics, accessibility, and economic development of the Cultural District; presenting and supporting inclusive, approachable, and diverse programming; minimizing the number of dark nights in District venues; continuing to collaborate closely with resident companies, artists, arts organizations, government, tourist organizations, and businesses; maintaining financial sustainability despite a decrease in earned revenue; engaging and investing in board and staff; and promoting innovation and the values of diversity, equity, accessibility, and inclusion (DEAI) across all aspects of the Trust.

Under Ingram's leadership, the Trust will build on these strategic goals. It will be particularly attentive to enhancing financial sustainability, continuing to recover from the pandemic, and creatively responding to generational shifts in audience interests. It will also develop a strategy to address the challenges and opportunities associated with its extensive real estate portfolio. Many of its properties, purchased to

preserve the culture and character of the neighborhood, currently lie vacant, which places an unnecessary financial burden on the Trust. The organization also seeks to build out and expand its Shared Services function; foster internal cohesion and professionalization of organizational processes and infrastructure, including board governance, human resources, and technology; and develop DEAI competency throughout the organization.

KEY OPPORTUNITIES AND CHALLENGES FOR THE CHIEF ADMINISTRATIVE OFFICER

The CAO will be a close partner to the President and CEO, working with her on high-level strategy and helping to drive the agency as it implements many of the Trust's strategic priorities. The portfolio of the CAO may undergo deeper focus and adjustments as priorities are developed.

Steward the Trust through a period of generational transition.

This is a newly created and pivotal role at the Trust, intended to help knit the organization together in setting and implementing strategies for the future. The CAO will be expected to strengthen internal communications, significantly upgrade the Trust's human resources capacity, catalyze its DEAI work, support trustee and advisory board engagement, and encourage an organizational culture of innovation and collaboration. The position is expected to evolve over time as the Trust itself evolves under Kendra Whitlock Ingram's leadership. The CAO will be a key strategic and operational partner to Ingram, enabling her to focus increasingly on dynamic external representation with full confidence that the organization is positioned to thrive internally as well.

Assess and evaluate necessary changes to the Trust's internal infrastructure and enhance its human resources function.

The CAO will ensure that the Trust's structures, systems, and staff roles and responsibilities allow for the most effective and efficient organizational capacity. The CAO will manage the overall strategy, purpose, and vision of the Trust's human resources function, including benefits, compensation, recruitment, learning and development, culture, and performance management. The CAO will also lead the development of process management tools and other helpful technologies to enhance productivity.

Foster a collaborative, performance-driven environment and invest in staff development.

The CAO will position the Trust to attract and retain dedicated, competent, and diverse staff at every level. They will invest in a broad range of supports for staff and implement a plan for staff career and leadership development and succession planning across the organization. The CAO will be intentional about team building; improving organizational collaboration and community; and fostering a results-oriented, accountable, and agile environment for all staff.

Nurture a welcoming and diverse community and strengthen organizational culture around diversity, equity, accessibility, and inclusion.

The CAO will oversee the Trust's DEAI operating strategy. They will work with the President and CEO and their peers to develop cultural competency and a greater feeling of belonging and inclusion at the Trust. They will help the Trust achieve racial, ethnic, ability, age, and gender diversity in its staff, volunteer cohort, board, advisors, artists, patron base, vendors, and contractors. The CAO will commit to financial investments to advance DEAI initiatives, including supporting the DEAI Committee and creating employee resource groups (ERGs). The CAO will stay current on industry best practices to be brought to the Trust.

Provide strategic and operational leadership to the Trust's Shared Services department.

The Shared Services department will report to the CAO, who will oversee the business processes of the department and will collaborate with and build successful relationships with its six constituent organizations. The CAO and the Director of Shared Services will partner with the Executive Vice President, who will lead the charge to expand a streamlined version of Shared Services, focusing primarily on offering back-office support to a broader array of arts organizations not currently part of the Shared Services agreement. These "managed services" could be envisioned under a fee-for-service model, building out a new vertical for the Trust, and would assist in creating an economy of scale for the Pittsburgh arts community. The CAO and the Director of Shared Services will support the effective execution of this expansion. The current Director of Shared Services is transitioning out, and the incoming CAO will have the opportunity to appoint a new Director early in their term.

Promote board engagement and governance best practices.

The CAO will institutionalize policies and procedures to support the most effective governance and advisory structures for the Trust. They will evaluate and track trustee departures and onboarding; identify opportunities for board development, including necessary areas of expertise; and engage in regular communication with trustees, maximizing the efficiency and productivity of official board meetings. The CAO will oversee board and committee meeting organization, including meeting minutes, management reports, committee assignments, and bylaws maintenance. The CAO will also actively interface with and engage the Trust's numerous advisory committees and district partners.

QUALIFICATIONS AND CHARACTERISTICS

The next Chief Administrative Officer will bring many of the following qualifications, professional experiences, and personal attributes:

- Passion for and commitment to the arts and its role in enriching urban vibrancy and prosperity.
- Demonstrated success leading within a large, complex, decentralized organization. Experience stewarding successful organizational change.
- Expertise in translating a vision and strategy into a practical plan, with concrete implementation methods and measures of anticipated outcomes.

- Demonstrated ability to partner with an enterprising President and CEO, an experienced senior staff, and a deeply committed board and community.
- In-depth knowledge of best practices in human resources and organizational development and design.
- Record of success as a people-centered leader and manager who recognizes and relies on staff areas of expertise; believes that good ideas can come from anywhere; and effectively motivates, engages, and inspires teams of people.
- Personal and professional commitment to and experience meaningfully advancing diversity, equity, accessibility, inclusion, and cultural competence within an organization.
- Expertise in building and sustaining collaborative networks and working effectively in partnership with various internal and external groups.
- Proven experience enhancing the quality of customer service and the efficiency of operations.
- Highly developed analytical skills, with the ability to drive effective use of data and an understanding of fiscal planning, reporting, and budgeting.
- Experience working with or serving on governing boards or advisory boards.
- Excellent interpersonal and collaboration skills, including the ability to gather a wide variety of input from diverse constituencies and communicate difficult decisions in ways that contribute to a strong community.
- Outstanding written and verbal communication skills.
- An open and honest approach to leadership that is authentic, collaborative, innovative, adaptable, and decisive.

COMPENSATION AND LOCATION

Salary range: \$200,000-\$250,000

Location: Residing within daily commutable distance of Pittsburgh is essential. Relocation support will be provided if necessary.

APPLICATIONS, NOMINATIONS, AND INQUIRIES

All inquiries, nominations, and applications (including resumes and two- to three-page letters of interest responding to the opportunities and challenges outlined above) should be directed in strict confidence to the search team [HERE](#). Applications will be reviewed as they are submitted. To be assured full consideration, please submit materials by Monday, November 13, 2023.

Ben Tobin, Karen Wilcox, and Tatiana Oberkoetter
Isaacson, Miller

The Pittsburgh Cultural Trust Chief Administrative Officer Search

The Pittsburgh Cultural Trust is an equal-opportunity employer. All applicants are considered for employment without attention to race, color, age, religion, sex, sexual orientation, gender identity, ethnicity, national origin, veteran, or disability status.