

**Executive Director  
WESTAF (The Western States Arts Federation)**

***WESTAF seeks an entrepreneur with a significant understanding of technology and a commitment to cultural causes to develop, deploy, and maximize revenue from software and services that strengthen nonprofit arts ecosystems.***

[WESTAF](#) is a nonprofit organization that weaves together technology, thought leadership, and innovation to energize, network, and grow funding for public sector arts agencies. Headquartered in Denver, Colorado, it is one of six regional arts organizations in the United States. WESTAF provides advocacy, policy, arts programming, and professional development services to the arts agencies in the states of Alaska, Arizona, California, Colorado, Hawai'i, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming. In addition, through its technology programs, it serves arts organizations and artists in every state in the country. WESTAF has taken an entrepreneurial approach to addressing the needs of the arts and culture field by developing technology products and providing software as a service (SaaS). The income generated from these services enables WESTAF to elevate the arts and culture field through a number of initiatives.

**Key Areas of Endeavor**

The key areas in which the Executive Director will be engaged are:

- Ongoing development of seven existing and distinct technology [products](#) that support the arts and culture field and development of new technology products:
  - ZAPApplication®, the market leader for online application and adjudication management, is used by more than 850 art fairs and festivals and 80,000 artists nationwide.
  - CallforEntry™, an online application and adjudication-management system used by public art programs, galleries, museums, and educational institutions.
  - GO Smart™, an online grants-management system designed for public sector arts agencies to administer grant programs.
  - Independent Music On Tour™, a project that matches independent musicians with nonprofit presenters.
  - Creative Vitality™ Suite, a research-based online economic development tool with national level data about the for-profit and nonprofit aspects of the creative economy in every part of the United States.
  - Public Art Archive™, an online archive of public art in the United States.
  - YouJudgeIt™, an affordable, web-based tool for managing small competitions of all types.
- Advocacy, networking, and convenings that are designed to help the cultural community explore critical issues affecting arts and culture, support the state and national legislative agendas of state arts agencies in WESTAF's 13-state region, increase the capacity of state arts agencies through the provision of professional development opportunities, and the provision of consulting services related to the development of cultural policy.
- Sponsorship of multicultural initiatives, including the establishment of a pipeline of diverse arts leaders through the Emerging Leaders of Color Professional Development program. Proactive engagement with state arts agencies in the WESTAF region and

beyond and also regional arts organizations in efforts that promote diversity, equity, and inclusion at the local, state, and regional levels.

### **The WESTAF Structure**

WESTAF is a complex organization. It serves the arts and culture sector through programs, advocacy, and policy work. Simultaneously, the organization develops and deploys technology products in an SaaS form to generate earned income that supports both arts and culture initiatives and furthers the development of WESTAF software products. WESTAF has experienced solid growth over the years and has an FY18 core budget of \$4.4 million. The organization also manages \$30 million in funds that are collected on behalf of client organizations. Most of these funds are remitted to the client organizations after being collected, documented, and discounted.

WESTAF has a full-time staff of 26 and 5 permanent external contractors. Governed by a board of 22, WESTAF operates as a nonprofit organization; however, it is the majority owner of a significant for-profit subsidiary. WESTAF recently completed a rigorous, collaborative, and inclusive strategic planning process that outlines strategies for the next 10 years and has established metrics to evaluate the impact of those strategies.

### **The Position**

Reporting to the board of trustees through the Chair, the Executive Director will implement WESTAF's 10-year vision to strengthen the arts ecosystem. The Executive Director will be responsible for: managing all of the organization's professional staff, funding, and resources; implementation of WESTAF's programs and services; continual improvement of WESTAF software; and maximizing users and revenue flows of WESTAF software and associated services.

The Executive Director will be the primary driver of current and new technology and service initiatives and will reinforce and expand WESTAF's role as a meaningful player in the arts-technology space. The individual will develop new customers, software-distribution channels, and strategic partnerships while ensuring that overall revenue, user count, and satisfaction goals are achieved. The Executive Director will hold primary responsibility as the organization's chief salesperson and proactive steward of WESTAF's line of arts-technology products and services.

The Executive Director will hire a Deputy Director, a newly created position that will provide cultural policy leadership at the local, state, and national levels and also guide the arts programming of the organization. The Executive Director, Deputy Director, all staff, and the full board will promote WESTAF's substantial commitment to advancing diversity, equity, and inclusion in the arts.

### **Preferred Qualifications and Characteristics**

The Executive Director will be a social entrepreneur who understands the need for art communities to shape technology products. The individual will ideally have direct experience with the Software as a Service business. The successful candidate will also have a significant number of the following qualities:

- Proven business and leadership experience
- A demonstrated ability to build earned revenue
- An ability to attract and retain talent, especially technology talent

- Experience as a facilitator and catalyst for new ideas
- Experience structuring and nurturing financial investments and partnerships
- The ability to gain the support and confidence of the board and staff at all levels
- The holding of deep-seated values related to advancing diversity, equity, and inclusion
- Outstanding oral and written communication skills, including excellent public speaking skills for formal and extemporaneous presentations

### **Compensation**

The compensation for this position is competitive. Special incentive and bonuses for reaching key metrics can be included. Health, retirement, and other benefits are part of the compensation package.

**Application Deadline:** Tuesday, July 31, 2018.

**For more information, to recommend a candidate, or to apply please contact:**

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**To apply for this position, send a cover letter and resume to:**

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