



MillerHale Associates

Strategy>Communications>Engagement

Proposal from MillerHale Associates for Consideration.
Jocelyn Hale, Partner

"Let's sing our way out of this."
Isabel Fraire, Puerto Rican poet

Statement of understanding:

Cantus has recently lost a long-time executive director. This transition comes at a time of some financial stress including a possible \$100,000 deficit. Nonetheless, Cantus is in a relatively strong position with good earned revenue potential, a strong board of directors and staff, and many exciting projects in the pipeline.

Jocelyn (Jocey) Hale, would provide Cantus with temporary leadership as the interim executive director starting as soon as requested, and not to go beyond December 16th, 2016. Her contract would not exceed 80 hours per month (with an average of 20 hours per week) with the understanding that hours will fluctuate week to week depending upon demand. Understanding that the organizational budget does not allow for more than 80 hours per month, Hale would regularly inform the board chair of her monthly accumulated hours. Hale would have an active physical presence in the administrative offices during this period.

Jocelyn Hale would report to the board of directors. The administrative and artistic staff would report to Hale.

Goals:

1. Provide mentorship and lead staff during the transition to position the organization so as to embrace a healthy and productive work culture. Hale's leadership style during this period will be that of a servant leader. Help empower staff to take on more responsibility and guide board and staff in keeping future projects moving forward.
2. Give the board feedback on the structure/culture of the organization and recommendations for potential change.
3. Guide staff and board on the fundraising efforts, particularly individual fundraising with the goal of retiring the \$100,000 deficit and developing a plan to increase the singers' pay. Included in this effort will be an update on fundraising systems and calendar.

4. Evaluate and make recommendations to the board about systems of internal communication, roles, responsibilities, and decision-making between singers (artists) and administration.
5. Position Cantus to hire a new executive director no later than January 1, 2017. Manage the search process if needed in collaboration with the board. The search may take additional hours to be agreed upon in the future.

Deliverables

Hale will provide regular reports to the full board of directors at all board meetings and meet regularly with the board and committee chairs if possible with Hale's previous commitments. Note: please provide board and committee meeting schedule

Hale will collaborate with the board to do year-end performance reviews and new FY goals for the staff.

Hale will provide a written evaluation of the current administrative structure with recommendations for improvements.

Other duties as they emerge and fit into the allowed time budget for Hale.

It is understood that:

Hale will take responsibility for overall management of Cantus during this interim period. That said, she will not play a tactical (hands on) role in financial matters such as payroll and bill paying, the audit, and other duties typically managed by a CFO or Operations Manager. Hale will attend all finance-related meetings and will alert the board if, at any time, she has concerns about the financial management.

Hale will work with staff and board to develop a fundraising strategy but will not directly solicit individuals for financial support.

This contract can be canceled at anytime by MillerHale Associates or the Board of Directors of Cantus.

Payment

MillerHale Associates will bill Cantus on the 20th of each month for no more than \$6,000, unless previously approved or discussed with the board chair. Hale will receive no benefits from Cantus as part of this contract. Payment would be appreciated upon receipt.

Jocelyn Hale
Partner
MillerHale Associates

Wendy Holmes
Board Chair
Cantus

Jocelyn Hale

Jocelyn Hale has worked in the nonprofit and philanthropic sector for 30 years, including as executive director of The Loft Literary Center, acting director of Open Book, and manager of Twin Cities giving for Best Buy's foundation. Her specialties include leadership, planning, and change management; board governance; fundraising; media strategy; collaborative space strategies; philanthropy, and the cultural sector. Hale was invited to join the first class of National Art Strategies CEO fellows. Her leadership style is deeply embedded with the values of inclusivity and humanistic-centered management. During her tenure, the Loft won APA's national "Psychologically Healthy Workplace Award," and MCN's "Anti-racism Initiative Award."

Strategic Leadership: Hale's strategy work has been featured in several case studies and text books, including John Bryson's "Strategic Planning for Public and Nonprofit Organizations, 4th edition." Hale has led strategy panels at conferences and often guest lectures at universities.

Board Governance: While at Best Buy, Hale worked with executives to match them with board service, and led board governance training sessions. She has served on the executive committee of five boards and guided the Loft board in partnership with four different board chairs. Hale developed and implemented a new governance structure for the collaborative literary arts building, Open Book.

Philanthropy and Fundraising: Hale navigates both sides of the philanthropic sector. She has held the positions of development director at several nonprofits and has led annual, capital, and special project campaigns. As a philanthropist, she has set and implemented strategy, managed grant panels, conducted site visits, and sat on external panels for the NEA, Minnesota State Arts Board and others. She oversaw the Loft's four individual artist award programs.

Media Strategy: Hale has worked in public relations for decades. Recently, she created a successful year-long strategy to align the Loft's 40th anniversary with her departure to leverage maximum media exposure. In addition, Hale has published commentaries in the Star Tribune, MinnPost, Minnesota Monthly, City Pages, OUTSIDE Magazine, Brown Alumni Magazine, and aired nationally on Marketplace Radio.

Cultural Sector: Hale has a lifelong passion for the arts. She has either worked or done board service with the Loft Literary Center, Open Book, Film in the Cities, Brass Tacks Theater, The Playwrights' Center, and Theatre de la June Lune.

Hale has an undergraduate degree from Brown University and a masters in public affairs from the University of Minnesota's Humphrey School. She lives in Minneapolis.