



JOB SPECIFICATION FOR

Director of Program, *“Sol Center for Liberated Work”*

in partnership with

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ABOUT US

Founded in 2001, Center for Cultural Innovation is a national nonprofit 501(c)(3) organization headquartered in Los Angeles, California. Grounded in its mission to support culture bearers, creative entrepreneurs, and other individuals in the arts, CCI works – often with and through cross-sectional networks – to incubate new paradigms of cultural, economic, and political empowerment that can enable financial sustainability and financial self-determination for all. Further information on CCI’s history and ongoing work can be found at www.cciarts.org and www.ambitio-us.org, its AmbitioUS initiative.

CONTEXT AND OVERVIEW OF THE POSITION

We are seeking a Program Director to steward a new program for research, advocacy, and incubation. (The program's placeholder name, “Sol Center for Liberated Work” will be renamed to reflect the continued direction and momentum of the program. More information can be found at <https://solcenter.work/>).

This recently launched program focuses on policies, regulations, and building infrastructure that would fundamentally expand America's social safety net to encompass everyone, regardless of employment status. Rather than act, however, as a special interest group for artists, “Sol Center” will use its experience in understanding the broken systems that leave arts workers unprotected to be a bridge builder unifying the various segments of gig worker groups to influence alternative systems that protect people and their communities through knowledge, laws, and new networks that do not yet exist.

As a center for cultural innovation, this program will disconnect the outdated ideal of worth as tied to work in order to normalize that everyone deserves dignity, security, protections, and possibilities. Inclusive to this program is researching, advocating for, and building relationships that expand protections for everyone and empowers people and their communities to be sustained, self-determined, and stewards of their own destinies. This leader will be a leading ideological voice on shaping new systems that manifest a national cultural identity reflecting the diversity of society, as well as be responsible for their practical implementation through research, advocacy, lobbying, grantmaking and investments, and incubation. This new portfolio of work is deliberately cross-sectoral and creative — open to unconventional and untried solutions, particularly technologically enabled possibilities; and actively seeks to “hack” existing laws, economic paradigms, and structures of support.

The successful candidate will be a leader who understands how to build transformational movements in partnership with a broad community of stakeholders; someone who also understands the moment we are in - from the perspective of the evolving workers' environment - and can imagine opportunities to shift and expand social safety nets across multiple employment statuses. A spirit of curiosity, deep collaboration, and relationship-driven movement building and decision-making are at the heart of this role.

This person will work closely with and complement CCI’s AmbitioUS initiative, which provides funding to develop infrastructure for projects wherein cultural communities can be preserved and sustained through ownership of their economic assets, and to support experiments that collective arts workers power— economically, socially, and politically. More broadly, this person will collaborate across the entire CCI team on a day-to-day basis on matters related to both “Sol Center,” as well as the overall organization.

The Program Director for “Sol Center” reports to, and will work closely with, CCI’s President and CEO Angie Kim who is the Founding Director of the program: Together, this program’s potential will be realized through collaboratively setting strategies and goals. Additionally, the incoming Program Director will have an opportunity to build a team over time, starting with a manager-level direct report. The role can be based anywhere in the U.S., with preference for proximity to major airport hubs (e.g., Los Angeles, San Francisco Bay Area, Denver, Chicago, New York, Atlanta, or D.C.).

Role Design

The Program Director will be both a visionary leader and a boundary spanner. The core competency is building a movement through organizing and coalition building, with the energy to expand into these tertiary roles:

- An unconventional partner to the President/CEO as an implementation ally and creative co-conspirator.
- A leader who understands that culture shift work is deeply important and knows this drives systemic-level change. Understands the depth of work needed to change a culture.
- A dynamic experimenter who can embody the vision of *"Sol Center"*.
- A collaborator and strong communicator in multitudes of groups, sectors, and systems.
- An impactful leader who can commission and manage legal analyses, social science, and participatory research that provide the empirical basis for policy recommendations, while having an informed understanding of the ways that social science practices have overlooked, disempowered, or harmed vulnerable communities. This research will lead to codifying a framework that values the security, health, and voices of individuals as vital to a stable and vibrant nation of strong place and identity-based communities.
- A flexible leader who can implement or manage the work of digesting, analyzing, and synthesizing policies for constituents and partners, as well as being adept at codeswitching to engrain revolutionary approaches that lead to new solutions.
- A boundary spanner who can bring together worker organizers and their intermediaries who share a common progressive vision that the diversity of society should shape our systems and brings these leaders together to work on expansive systematic changes rather than individual policy change.
- A leader who can unlearn best practices to create unexpected experiments such as the incubation of new entities and coalitions that are necessary for building a new infrastructure that activates these ambitions. For example, the program is currently incubating a for-profit cooperative to experiment with delivering portable benefits for income earners outside of full-time employment wherein the benefits are tracked on a blockchain. This work may entail identifying and hiring founding teams, generating sustainable business models and strategies, and securing enough financial support for their independence.
- A collaborator who can manage and strategically deploy a newly formed 501c4 sister organization that provides this program with a lobbying tool.
- A visionary who understands that inherited single-issue, single-industry foci is not what these times call for, and recognizes this disruptive moment as an opportunity to advance mutualistic approaches and humanizing outcomes that fundamentally rewrite the social contract.
- A unifier with a sophisticated understanding of bringing together leaders and organizations while supporting them to create new possibilities together to effect large-scale, generational changes—from creating worker coalitions on tax policy to identifying single-issue policies useful in leveraging larger equitable, humanizing structural gains.

Additionally, the successful candidate will be a vital part of CCI, contributing to the broader team in various ways:

- Contribute to the day-to-day operations of CCI by working as part of the senior leadership team.
- Actively participate as a change agent, as CCI continues to shift towards a culture of autonomy and accountability.
- Participate with other CCI staff on the development and use of effective organizational systems (e.g., record keeping, tracking of investments, assessment-related data) and strategies (i.e., to meet multiple objectives).
- Recruit and supervise staff, consultants, and/or volunteers.

CCI has two physical office locations in Los Angeles and San Francisco, but operates permanently as a remote-work workplace, with on-site presence on an as-needed basis. As such, we expect the successful candidate to maintain or have substantially overlapping work hours with the Pacific Time zone, and at times, work unconventional and irregular hours. Occasional travel may be necessary as well, in order to attend key meetings and conferences.

INGREDIENTS FOR SUCCESS

(as described by the CCI team)

- *“We need a maverick and co-conspirator with the team, to move things forward with the program in partnership with Angie. It will be important to find someone who can form an independent vision for the Sol Center, but also a person who is open to incorporating Angie's initial vision. Harmony between the two of them will be key. Angie will be a significant part of this, and that is actually a huge advantage for the incoming candidate.”*
- *“Someone who is agile, entrepreneurial, has lots of curiosity and energy.”*
- *“Angie is a strategic visionary who is always 10 steps ahead. The successful leader in this role needs to be able to take that energy and help her think through things - communication skills, patience, and the confidence to ‘interrupt’ for the purpose of clarification and getting on the same page.”*
- *“A person who is drawn to human-centered messy work. At CCI, the human experience is very centered in the work we do.”*
- *“This is a program in transition, working closely with a leader who is evolving and growing beyond normative CEO expectations.*
- *“...because our work is relationship-driven, it's a give and take. Pace is both fast and slow.”*

OUR CULTURE

If the following describes you, we would be very excited to connect:

- Humility in learning. CCI is a place of deep listening and unlearning; conventionally trained expertise is less valued than having an informed, critical perspective grounded in realistic constraints and foresight for what could be fantastically possible.
- Lived experiences in underserved communities or conditions that inform perspective, compel empathy, shape actions, and drive a passion for equity-enacting change.
- Professional experience to develop a critical understanding that status quos are not working at the level of changes that are now needed and possible.
- Collaborative team player internally, and in contributing bench strength to external partners and other institutions' complementary efforts; a true bridgebuilder who embodies the importance of relationship-driven movements.
- Pattern recognizer, systems thinker, or ability to think several steps ahead.
- Curiosity for the unknown; playfulness in the gray areas of structural rules and systems, and passionate about CCI's mission.
- Excitement to support realizing CCI's entrepreneurial vision for this new line of work.
- Ability to manage up, down, and across within the organization and amongst various types of funding, movement, nonprofit, and political partners.
- Understands that the process and journey are just as, if not, more important than the outcome itself.

WHAT YOU'LL CONTRIBUTE

- Experience in building movements or new growth vehicles is the core competency. Leading and managing relationships are key in the success of launching this evolved vision of the program.
- Expertise in creating solutions from a holistic approach rather than conventional advocacy approaches that perpetuate a broken system. This leader will need to blend cultural, economic, and artistic understanding to link solutions for workers throughout their communities far beyond the worker-advocate paradigm.
- Ability to gain trust internally (up, down, and across) and externally is the measurement of a change maker.
- Convene leaders and organizations to bring about alternative systems and solutions for the new reality of work. This initiative is where we will experiment to find the solutions needed to change the workplace realities for millions of Americans.

- Having a deep understanding of the BIPOC perspective to create equitable and actionable alternative systems that protect people and their communities through knowledge, laws, and new networks that do not yet exist. Without acknowledging the specific violence, cultural erasure, racism, and discrimination experienced by BIPOC communities that continue, this initiative will not create a new paradigm of human worth.
- An appreciation for the need to engrain alternative cultural beliefs and purpose in the systems that govern society, including for gig workers and cultural communities under threat. The right movement and policy expert may come from the creative industries, labor movements, workers' rights, economic justice, impact investing, just transition, worker-owned cooperatives, new economy, or local economies.
- Strength in pattern recognition which enables creative solutions that are non-linear or not yet tested in nonprofit organizations. The ability to experiment with an entrepreneurial mindset is more important than deep nonprofit management expertise.
- Ability to manage contracts, relationships with various partners, and coalitions to help them be time and cost-efficient (including partners who may be incubated, invested in, fiscally sponsored, etc. in the impact phase of work).
- Experience or willingness to develop skills in social science research, with knowledge of scientific methods and research practices preferred, including the ability to understand SPSS-generated data, OR enough experience to manage research contracts, partners, and their products.

TARGET COMPENSATION AND TOTAL REWARDS

Annual salary for this role is budgeted between \$135,000–\$150,000, commensurate with qualifications. Additionally, CCI offers:

- 100% employer-paid health insurance, including dental and vision.
- Life/AD&D and long-term disability insurance.
- Voluntary retirement savings plan.
- Voluntary healthcare FSA and dependent care FSA enrollment.
- Time off between Christmas and New Year's Eve, and 13 additional paid holidays throughout the year.
- 112 personal paid time off hours, which increases over time, and sick leave.
- Annual stipend for professional development opportunities.
- Monthly stipend for working remotely, as well as remote office equipment (computer, phone) and supplies.

OUR COMMITMENT TO DIVERSITY

CCI is committed to creating a diverse environment and an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, ethnicity, religion, gender, gender identity or expression, sexual orientation or preference, national origin, disability, age, or any other protected status. We consider qualified applicants in a manner consistent with federal, state, and local laws. We strongly encourage people of color, immigrants, queer and gender nonconforming people, and those with different abilities to apply.

**** if you are interested in this position, please connect with sean@transformari.com or cher@chermurphy.com ****

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YOUR TALENT PARTNERS FOR TRANSFORMATIVE IMPACT

Transformari helps clients navigate change by partnering with them to design teams, recruit leaders, and develop talent. Led by former operating executives, practitioners, and consultants, we draw on our experience and depth of expertise to serve our clients.

Why we partnered with CCI on this engagement:

The mission of CCI and its “Sol Center” program has the potential to impact many lives through a movement that seeks to shift and expand existing social safety nets. In addition to this transformative purpose, we were excited by the opportunity to seek a leader who will drive unconventional and untried solutions, and to “hack” existing laws, economic paradigms, and structures of support. For CCI, the search process itself was also a chance to reimagine how typical retained searches are conducted. We are grateful to co-design the approach with CCI in a manner that enables deeper learning and holistic input from a community of stakeholders beyond the hiring organization.