

## Spotlight

The **President and CEO**, or Chief Executive Officer, is responsible for carrying out the strategic plans and policies established by the organization's board of directors. They act as a liaison between the board of directors and the organization's staff to communicate the goals of the board and develop strategies and tactics to achieve these goals.

At larger nonprofits, the CEO is also the public face of the organization responsible for representing the organization and conveying its mission and purpose to the public. The CEO also oversees the day-to-day operations of the organization and helps to create the annual plan and budget.

## V-o-c-a-b-u-l-a-r-y

**ACCOUNTING**—called the “language of business” it is the act of measuring the results of an organization’s economic activities and conveying this information to a variety of users, including creditors, management, and regulators.

**ANNUAL BUDGET**—a financial document that projects income and expenses for a full fiscal year. It is often divided by months. An annual budget can forecast, project or track revenue and income to help guide an organization throughout the year.

**ANNUAL PLAN**—a plan that sets specific goals for an organization to be accomplished over the next 12 months.

**BOARD OF DIRECTORS**—a group of people who jointly manage and direct the activities of an organization, which can be either a for-profit or a nonprofit organization such as a business, non-profit organization, or a government agency.

**COMMUNITY**—the people and organizations that are related to an arts organization’s mission.

**DEVELOPMENT**—the act or process of creating and nurturing the relationships and partnerships that help to acquire the contributed revenue for an organization.

**FOR-PROFIT ORGANIZATION**—an organization which operates as a business aimed to generate a profit for its owners.

**MARKETING**—the process of planning and executing the pricing, promotion, and distribution of ideas, goods, and services to create exchanges between buyers and sellers.

**MISSION**—a succinct expression of an organization’s essential reason for existence or core purpose.

**NONPROFIT OR NOT-FOR-PROFIT ORGANIZATION**—an organization which is organized and operated for a collective, public or social benefit and does not earn a profit for its owners, so all money earned through pursuing business activities or through donations goes back into running the organization.

**POLICIES**—a statement of intent implemented as a procedure or protocol adopted by a governance body within an organization. Policies can assist in decision making.

**PROGRAMMING**—the planning and scheduling of a season of events.

**STRATEGIC PLAN**—an organization’s process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

## More to Explore

<https://careers.broadway/>

Columbus Association for the Performing Arts ([capa.com](http://capa.com))

COSI—Home

ProMusica Columbus | Classical Chamber Music Orchestra

## Extension Activity

Pick a leader (past or present) you admire and research this person’s life and leadership. Then, identify what elements of leadership are inherent to this person and what ways they use these elements to motivate others. Finally, identify what traits you share with this leader.

This series is made possible through the generous support provided by:

