

**PRESIDENT**  
**Opportunity Profile**



## INTRODUCTION

### Overview

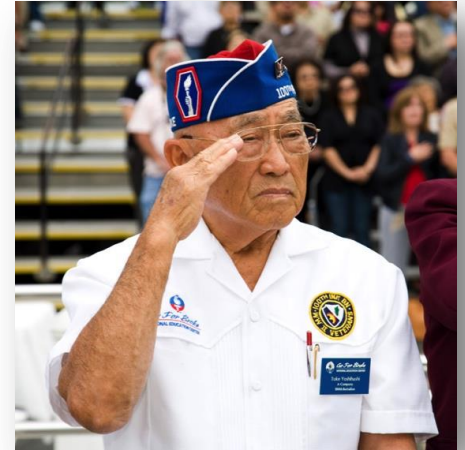
Go for Broke National Education Center (Go For Broke) was founded in 1989 as the 100th/442nd/MIS World War II Memorial Foundation.

### Mission and Vision

The Board of Directors and staff are fully invested in implementing and furthering the mission and vision of Go For Broke.

**Mission:** *To celebrate the values of democracy and inspire the world through the virtues of the Japanese American WWII Veterans.*

**Vision:** *To be a national leader in furthering democratic ideals.*



### Reaching the Mission and Vision

Go For Broke is at the crossroads of an incredible opportunity and at the threshold of opening a state-of-the-art learning center and exhibition in Little Tokyo Historic District of Los Angeles as well as bringing a robust digital learning presence online.

The organization's strategic plan has long called for a hands-on permanent home near the Go For Broke Monument, including space for an exhibition to perpetuate the legacy of the Nisei soldiers. In late 2014 it began renovation of the Nishi Hongwanji Temple building which is in the same city block as the monument. Go For Broke will take occupancy November 2015. Grand Opening of the exhibit is set for May 28, 2016, with a soft opening for perspective major donors set for March, 2015.

The center shares the Japanese American WWII experience and explores the many kinds of courage manifested – from soldiers on the battlefield of Europe and the Pacific, to mothers waiting behind barbed wire at home, to those who actively opposed the unconstitutional imprisonment – and stimulates visitors to explore their own definition of courage.

The courage to defend democracy was the core of the 100<sup>th</sup>/442 and is the substance and foundation of the future. The men of the 100/442 were sold out to defend their country and honor during WWII. While much has changed in the decades following the war, there is a call and definitive opportunity to reflect this courage in order to protect against social injustices of today.

The Go For Broke story cannot be limited to a specific time in history, past people or culture because today, people and cultures face times when they need to call on personal and corporate determinism to face difficult social prejudices. Therefore, the Go For Broke story is bigger than WWII and the Japanese American experience. ***In these exciting times, we are looking for a leader who can see the potential, the need, and the imperative to transfer the spirit of the 100/442 into meaningful influence today, tomorrow, across all society.***

## HISTORICAL OVERVIEW

### *Patriotism and Sacrifice At Home and Abroad*

The Go for Broke National Education Center was founded in 1989 as the 100th/442nd/MIS World War II Memorial Foundation. Its name is drawn from a gambling term used by the Japanese American soldiers: to “go for broke” meant to put everything on the line and it epitomized their willingness to give their lives in order to prove their loyalty to a doubting nation.

In the late 1990s the organization had the foresight to begin preparing for the demise of our nation’s Greatest Generation. In 1998 it launched its Hanashi (Japanese: to speak) oral history project to record the veterans’ life stories. To date, the all-volunteer program has collected almost 1,200 oral histories of Nisei veterans from across the country using broadcast-quality camera and sound equipment. Video clips from this collection have been used by the Smithsonian Institution, National Park Service, Japanese American National Museum, Museum of Tolerance, and in many film documentaries, exhibits, and newscasts.

In 1999, the veterans who founded the organization unveiled the Go For Broke Monument in downtown Los Angeles. Etched with the names of the 16,000 Japanese American soldiers who had served overseas, it is a lasting tribute to their brethren who shed blood for a country that turned its back on their families. The monument, and the veterans and wives who serve as docents, have been the nucleus of our outreach program, as many school groups and visitors tour the monument as part of their visit to the Japanese American National Museum and Little Tokyo historic district of Los Angeles.

Soon after the monument’s unveiling, Go For Broke began to develop educational programs to increase awareness about the Nisei soldier legacy. “A Tradition of Honor” teacher-training program has taught



over 3,000 teachers in California, Washington, Oregon, Maryland, Virginia, Texas, and Hawaii, and has reached well over 100,000 students.

In 2015 Go For Broke was awarded a major grant from the Andrew Mellon-funded Council on Library and Information Resources. Go For Broke is partnering with Nisei veteran organizations around the country to create the definitive collection of first-person materials about the Nisei soldier experience. This collection will be web-accessible with powerful search capabilities that will allow scholars, documentary filmmakers, students, and the general public to efficiently search through thousands of hours of oral histories, photos and documents.

Additional Resources:

For a complete history, please visit:

[http://www.goforbroke.org/history/history\\_historical.php](http://www.goforbroke.org/history/history_historical.php)

*Honor by Fire* by Lyn Crost.

<http://www.amazon.com/Honor-Fire-Japanese-Americans-Pacific/dp/0891416080>



## ORGANIZATIONAL CULTURE

Although Go For Broke draws inspiration from traditional Japanese values, it is truly an equal opportunity employer with a diverse staff. Its four most recent hires include an exhibit manager with a Master's Degree from George Washington University who is of Italian descent, a Japanese American who is a brand-new college graduate in Asian American history from UC-Santa Barbara, a digital collections manager with a Master's Degree in archives and records from San Jose State University who is of Hispanic descent, and an archivist with a Master's Degree in library and information sciences from Indiana University who is of Vietnamese descent.



The corporate culture is informal but respectful. People are addressed by first name, and are encouraged to ask questions and engage in thoughtful discussion, but when a decision is made, it is expected that the decision be implemented.

Protecting the unique and deep sense of community among staff and families concurrent to planning and embracing the future is vital to carrying out the Go For Broke vision. Consequently the right personality fit, ***someone with a respect for the past and strong future orientation, will be a key determinant of whether someone is a candidate for the President role.***

Go For Broke is an invigorating, inspiring, highly collaborative and team oriented workplace. The staff members strive to develop an environment of professionalism, passion, and potential where team members treat each other with dignity, respect and foster a healthy relational climate. As a result, the staff has a goal to be transparent, open, and create a climate of trust. People are not afraid to talk to each other about problems and areas for improvement. Challenging ideas is perceived as positive and input to decisions is welcomed and valued.

There is an element of gratitude, anticipation and excitement in the staff's commitment to the Go For Broke legacy. They are a hard-working and fervent group motivated and committed to the mission and purpose and to carrying out their tasks with excellence. Staff members are encouraged by the Go For Broke Board to be creative and to reach higher within the context of processes and procedures. Transparency in staff communications with the Board is expected. While they work hard, and this is not always a 9-5 job, there is an emphasis on maintaining lifestyle balance.

The Go For Broke staff conducts themselves with integrity, collegiality, and a deep commitment to the mission of the organization and the work of the nonprofits in the region. Staff, while operating as a team (including remote members), often work independently.

### WHAT TEAM MEMBERS SAY ABOUT GO FOR BROKE

*"...we want to preserve the story of our veterans for the future—on Mondays, the veterans and their wives share their lives with us at lunch...it makes us feel connected to them ..."*

*"...Go For Broke is about valuing the past, but striving headlong into the future; these are exciting times at Go For Broke and we are ready to expand its reach..."*

*"...the new president will not simply be a caretaker of this history and related artifacts. Moreover, Go For Broke cannot be a "museum" only honoring an individual group during WWII. We recognize that for their story to survive, it must be relevant to the present..."*

*"...we are a bunch who is willing to roll up our sleeves and help; we are not siloed recognizing that our work crosses each other's borders..."*

*"...we are very integrated into the local Japanese community but are gaining new contacts outside that community as well..."*

*"...the new learning center will be a gem within the Japanese community; moreover, it will draw students from around Southern California who have no idea about the GFB legacy...we cannot lose the connection to that legacy..."*

*"...the Go For Broke story has significant relevance beyond the JA community; our story transfers to necessity for courage today and for all people..."*

*"...while veterans and their wives are the core of the organization, we have to engage future generations within the community and generations outside the community; often, veterans are reluctant to pass on their histories, but those histories are applicable to a broader audience..."*

*"...our volunteers are extremely devoted and are important to our success..."*

*"...the staff and Board have a strong commitment to the mission; egos are rare and people readily go beyond the call of duty; people work very hard and often have to wear a lot of hats..."*

*"...we have many good ideas but sometimes lack the resources to practically consider them—ideas are welcomed..."*

*"...we have flexibility to follow our own path with minimal red tape...micromanaging will not work here..."*

*"...for the most part—and this may sound cliché—we are like a family..."*

*"...we have significant positive equity within the local, national, and overseas community...**we have a great story to tell and once people hear it, they want to know more..."***

## **THE POSITION**

The next President will be taking the helm at an exciting and challenging time for the organization. The new President will not simply be a steward of this important history and honoring the courageous Japanese Americans who fought in WWII, but will recognize that for their story to survive and help others, it must be relevant to the present. The organization is poised to open a learning center, permanent exhibition, and online presence that are designed to attract a broad based audience not just a Japanese American audience.

The challenge is that the Japanese American population continues to shrink, and more critically, the second-generation Japanese Americans who have been the primary financial supporters of the organization, are passing away. Many descendants of these WWII veterans (and the broader American audience) have grown up unaware of the extraordinary courage of the Nisei soldiers, and have a lack of compulsion to preserve or perpetuate that legacy.

### ***Reporting Structure***

The president is the chief executive officer for the Go For Broke National Education Center and reports to the Board of Directors. The president will take the Board's vision, drive, and enthusiasm to expand and secure the vision for the future. While Go For Broke will continue its commitment to preserve and perpetuate the 100/442/MIS stories, the new president will concurrently see the role as a responsibility to guide the organization's message to cross boundaries into relevant application for the future.

The president's direct reports include the vice president of strategic advancement, finance manager, Hawaii regional manager, and office manager plus a number of indirect reports.

### ***Management Style***

The presidency requires servant leadership (humility, authenticity, transparency and accountability), participative and inclusive management, a drive for success, and the ability to work with a volunteer board dedicated to ensuring the future based on a best practices model of governance.

### ***Building Community***

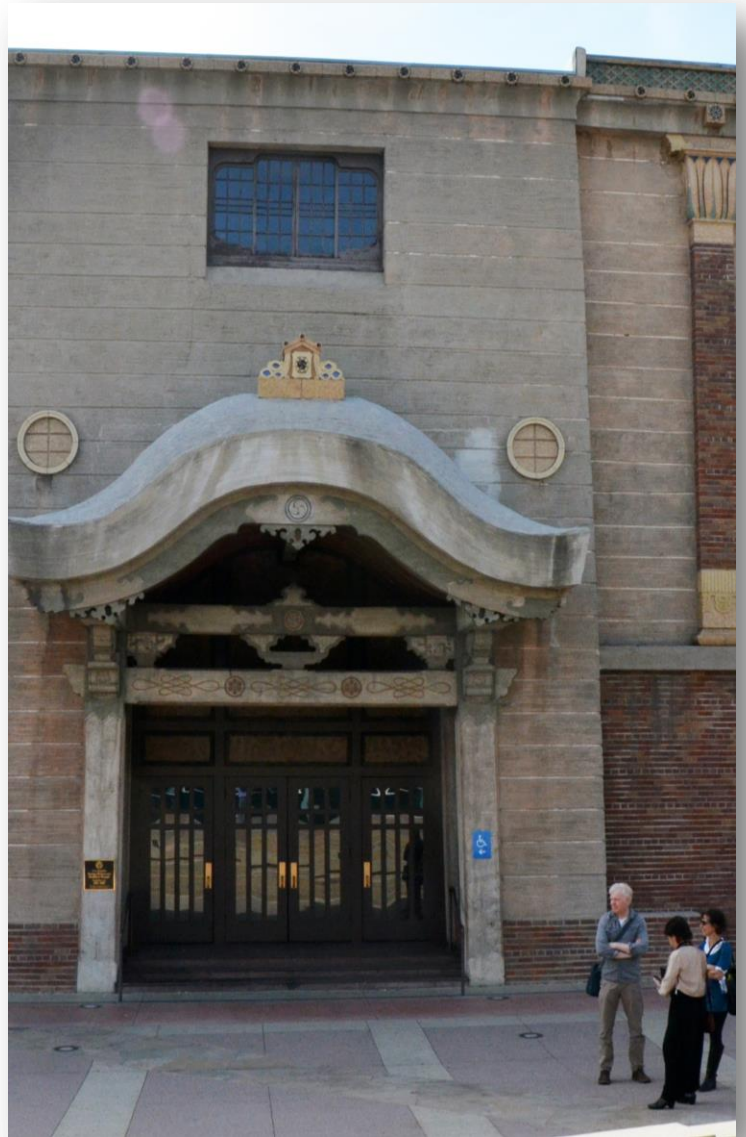
The president is expected to nurture strong working relationships with members of the Board of Directors, Board of Governors, veterans, community leaders, educators, staff, donors, volunteer, and other community members for the purpose of gaining and maintaining support and confidence in Go For Broke.



## PERSONAL AND PROFESSIONAL QUALIFICATIONS

### *Personal*

- Proven organizational leadership and management abilities for developing and implementing vision and strategy coupled with excellent team leadership skills.
- Ability to incorporate the past and goals for the future into measurable results.
- Experienced leader in a collaborative culture where capable leaders are empowered and their input valued, knowing the balance between appropriate process and decisiveness.
- Ability to make challenging decisions when it comes to how to further the mission in a culturally sensitive manner yet within sound human resource and financial stewardship principles.
- Successful relational fundraiser.
- A strategic visionary orientation with a track record of taking an organization through change.
- Produce contagious enthusiasm, inspires others in “up front” situations, able to lead groups of all sizes from small staff meetings to large public events.
- Business acumen consistent with the general requirements of a President and able to give guidance to the business sides of the organization.
- Astute, discreet and decisive in crisis situations; patient, thoughtful and inclusive with decisions that require more processing time.
- A tenacity and fortitude to take final responsibility.
- Recognized by colleagues as a person of moral integrity, a person above reproach.
- A team builder/leader that can both encourage and challenge highly capable and creative people.
- Energized by being with people and is a natural communicator who is effective in encouraging, coaching and teaching.





### ***Professional Competence***

- Education: A Bachelor's degree or higher in a field relevant to a leadership role in a museum, cultural, or non-profit organization though someone with a passion for the Go For Broke mission and marketplace experience is encouraged to apply. A Master's degree would be ideal, but is not required.
- Experience: Five to eight years relevant senior level experience. "C" level experience preferred.
- Vision: Demonstrated ability to build on the present to a new future.
- Cross-Cultural Competence: Has a keen cross-cultural awareness, along with an understanding of current movements within the world arena. An understanding of or the willingness to learn the unique role of Japanese American culture is welcomed. It is not required for the successful candidate to be of Japanese descent.
- Leadership: Has demonstrated the ability to grow a nonprofit organization, and has had significant experience in an executive leadership position in a complex organization.
- Advancement: Has had prior experience and success in major donor development, demonstrating an ability to create strong relationships with major donors, and having sufficient understanding of advancement strategies to ensure that the organization's donor development methods are successful. A sales and marketing background is welcomed.
- Finance: A good understanding of the principles of budgeting and financial management; experience with grants management a plus.
- Communications: A highly effective communicator who can reach multiple types of audiences through various media with an emphasis on both written and oral communication.

### ***Corporate Chemistry***

- A winsome and visionary leader who can inspire and help to engage a new generation of supporters and volunteers, particularly those outside the local community.
- Demonstrated ability to function effectively in a collaborative leadership environment. Team building with administrative leadership team, staff, volunteers, and members of the community will be a major focus of the president.
- A mindset and enthusiasm to "catch the Board's vision" to expand Go For Broke's reach and exposure beyond the Japanese American community and Southern California region
- Accessible and available outside a typical work day recognizing that public connections are vital to the success of the role.
- Willing to travel to foster and maintain relationships with partner organizations across the country, and as needed, internationally.

## THE SEARCH PROCESS

If you know someone who has an interest and meets most of the experience and motivational requirements described in this profile, please feel free to suggest that person for consideration and/or forward this information.

**Please request they forward their resume to the contact below.** Suggested names will be treated discreetly and candidates should be assured that their inquiries will be treated with the utmost confidentiality.

Our client is an equal opportunity employer and does not discriminate on the basis of race, religion, age, color, sex, national origin, familial status, veteran status, or physical handicap.

We fully respect the need for confidentiality of information supplied by interested parties and assure them that their backgrounds and interests will not be discussed with anyone, including our client, without their prior consent, nor will reference contacts be made until mutual interest has been established.

*Ardent Search Company (an affiliate of The Dingman Company, Inc.) is a retained executive search firm devoted exclusively to serving our clients in matters of executive selection. We are a generalist firm that has served business and non-profits worldwide since 1979.*

### For further information on this position, please contact:

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### Learning Center Update

Substantial progress is being made on the new interpretive exhibit which is set to open in Los Angeles' Little Tokyo historical district in spring 2016. The leading edge exhibit will be dynamic and engaging, allowing visitors to actively create their own experiences while learning about the courageous acts of Japanese Americans during World War II.