

KALAMAZOO SYMPHONY ORCHESTRA

Raymond Harvey - Music Director

www.KalamazooSymphony.com

EXECUTIVE DIRECTOR

ORGANIZATION

The Kalamazoo Symphony Orchestra (KSO) – winner of multiple awards both for its robust community partnerships and development of American composers – is poised to celebrate its 100th anniversary in 2021. With a mission to engage the community in compelling musical experiences and a vision of symphonic music being part of everyday life, the Orchestra is Southwest Michigan's premier musical performing organization, providing musical enrichment to over 80,000 adults and youth per year.

The KSO's 2013-14 season includes a 6-concert Symphonic Series; soloists joining the orchestra this year include Midori, Zuill Bailey, and Leon Fleisher in programming devoted to composers ranging from Ravel and Shostakovich to Rimsky-Korsakov. The season also includes three pops concerts, two chamber music concerts in the orchestra's Classics Uncorked Series, and three performances in the Family Discovery Series aimed at children and families.

Music Director Raymond Harvey celebrates his 15th anniversary season at the KSO and makes his home in Kalamazoo. He has an active performance schedule as a guest conductor and pianist, appearing with many of America's leading orchestras, including those of Philadelphia, Atlanta, St. Louis, Indianapolis, Buffalo and Detroit, as well as New York Philharmonic's Young People's Concerts and the Boston Pops. Maestro Harvey is highly regarded as a teacher and devotes part of every summer to the Conductors Institute at Bard College in New York.

The KSO's commitment to its Education & Community Programs provides individual skills, access, and experiences needed to foster a lifelong interest in orchestral music as performers and/or listeners. Among other programs, the orchestra's school-day concerts are attended annually by 13,000 students from 90 schools. Developed in 2011, Kalamazoo Kids in Tune is a partnership of the Kalamazoo Symphony Orchestra, Communities in Schools of Kalamazoo, and Kalamazoo Public Schools. The program combines the outstanding after-school environment of the Communities in Schools 21st Century Community Learning Center with a music-infused curriculum developed by the KSO and based on the ideals of El Sistema, the groundbreaking Venezuelan youth orchestra model. Kalamazoo Kids in Tune is part of The Learning Network of Greater Kalamazoo, a dynamic, growing collaboration of individuals and organizations embracing a vision that every child in Kalamazoo County will be ready for school, ready for college and ready for the world.

The Kalamazoo Symphony Orchestra is a private, nonprofit 501(c)3 corporation governed by a 29-member Board of Directors that includes three Musician Representatives. With an annual operating budget of \$2.57 million for FY14 and an endowment in excess of \$16 million, the Board and Music Director are engaged in a process to guide the expansion of financial resources, organizational capabilities, and orchestral programming.

COMMUNITY

Kalamazoo is a community that effortlessly combines energy and innovation with friendliness and an easy-going attitude. Located in Southwest Michigan, about 2 hours from Chicago, Kalamazoo is home to Western Michigan University, several colleges and number of nationally recognized cultural institutions including the Kalamazoo Institute of Arts and the Irving S. Gilmore International Keyboard Festival. A vibrant Art Deco downtown sets the stage for quality dining, unique shops and galleries, and live entertainment. In Kalamazoo, you're never far from lakes and other outdoor recreation, festivals and world-class attractions.

With a population of more than 325,000, Kalamazoo is the sixth largest metropolitan area in Michigan and among the 150 largest in the country. It's large enough to support all the amenities and entertainment found in larger cities, yet you can be in the heart of farm country in 20 minutes that allows for a thriving Farmers' Market downtown May through November.

Kalamazoo is midway between Chicago and Detroit on I-94 and offers commercial transportation by train, bus and major airlines at the Kalamazoo/Battle Creek International Airport. Kalamazoo is a major international pharmaceutical and life sciences center. It is the original home of the Upjohn Company, Stryker Corporation, Gibson Guitars, Checker Motors and Bell's Brewery, among many others. *The Kalamazoo Gazette* is the second oldest newspaper in Michigan.

In addition to its vibrant and collaborative arts community, Kalamazoo is widely hailed as the birthplace of the Kalamazoo Promise, a pledge by a group of anonymous donors to pay up to 100 percent of tuition at any of Michigan's state colleges or universities for every student who graduates from the district's public high schools. Unveiled in 2005, there are 3,831 students currently eligible for these scholarships.

POSITION SUMMARY

Reporting to the President of the Board of Directors and working in partnership with the Music Director, the Executive Director will be an entrepreneurial leader who can move the Kalamazoo Symphony Orchestra to continued success in achieving its artistic, financial, and community relations goals. The scope of responsibility will include maximizing contributed and earned revenue, providing staff leadership and mentorship, spearheading strategic short- and long-range planning, and cultivating audience and community relationships. The Executive Director will demonstrate efficacy of best business practices, fiscal accountability, and audience impact to communicate an institutional vision that embraces an integrated and innovative artistic and educational focus.

DUTIES AND RESPONSIBILITIES

In keeping with leadership of a dynamic, well respected, and community-focused symphony orchestra in the 21st century, responsibilities include a wide array as summarized below:

Revenue Enhancement

Identify stakeholders, develop strategies, and define how key messages will be delivered to various individuals and institutions to maximize visibility, brand, and most importantly, contributed and earned revenue opportunities.

- Take a leadership role in the organization's development programs, including its annual operating, endowment, and planned giving efforts, and identify appropriate funding opportunities from individuals, foundations, corporations, and government agencies with the Board of Directors and staff.
- Serve as the chief fundraiser and spokesperson for the organization, provide direction and impetus to the fundraising activities of the Board of Directors and staff for all aspects of major gift cultivation and solicitation.

- Devise effective marketing efforts that achieve earned income goals from subscription and single ticket sales.

Branding and Institutional Visibility

Guide the revitalization of the public image, visibility, and increased brand awareness of the KSO, clearly articulating its mission, vision, programs, and impact.

- Communicate the accomplishments and artistic mission of the organization to the public through the media and at public speaking engagements in tandem with the Music Director and President.
- Continue to build and maintain fruitful relationships in the local, national, and international music community with the Music Director.

Operational and Strategic Planning

Develop, implement, and monitor the Orchestra's artistic and educational objectives with the vision and leadership that ensures the KSO achieves its goals for artistic excellence, financial stability, and community engagement.

- Oversee short-term operational and long-range strategic planning and implementation processes, including stewardship of the organization's human, financial, and technological resources.
- Work with legal counsel and Board to oversee and negotiate contractual matters with the Musicians' Union, guest artists, vendors, and strategic partners.

Governance

Provide guidance that best utilizes the talents and resources of the Board. Stimulate involvement and work closely with the Board to ensure fiscal health and effective policy setting, community ambassadorship, and general governance of the organization.

- Assist the Nominating Committee in Board prospect identification, cultivation, and recruitment.
- Orient, educate, and engage Board members to maximize their effectiveness.
- Develop processes with Board leadership regarding evaluation, celebration, and succession planning for Board members.

Financial Management

Oversee the fiscal soundness of the organization, including preparation, reporting, and monitoring annual operating budgets with accuracy, timeliness, and a view towards long-term financial stability.

- Monitor and authorize expenditures; prepare updated projections and monthly financial statements and cash flow projections for Board review and approval.
- Negotiate and execute concert hall leases and rent other concert space as required.

Administration

Establish and maintain an environment with appropriate infrastructure that supports orchestra musicians, conductors, guest artists, Board, staff, and volunteers that allows them to do their best work.

- Oversee all aspects of administration including personnel planning to ensure the organization is effectively structured and staffed.
- Recruit high caliber administrative staff, providing leadership and motivation, and ensuring that staff has the support and information they need to make sound decisions; evaluate staff performance annually or more often, as needed.

TRAITS AND CHARACTERISTICS

The Executive Director will bring an energetic and entrepreneurial perspective in building an effective management team and organizational structure that best serves Kalamazoo Symphony Orchestra's

mission, vision, goals, and artistic leadership. He/she will have the ability to demonstrate a unified approach to guiding the organization in support of the artistic and institutional vision. A results-oriented professional and hands-on manager who enjoys a drive towards accomplishing impactful goals, the selected individual will have a proven track record and possess exceptional organizational, fundraising, and communication skills. A desire to work in an environment with regular interaction in pragmatic management of internal stakeholders and visionary engagement of external stakeholders is needed. The selected candidate will act as a strong partner to the Music Director and the Board, value knowledge and intellectual growth, and realize the importance of the effective investment of time and resources that is required to advance institutional goals.

The selected candidate should also demonstrate the following competencies:

- **Self-Management and Personal Accountability**– Prioritizes and completes tasks necessary to meet or exceed the mutually agreed upon expectations of the role while being accountable for personal and professional actions.
- **Leadership and Interpersonal Skills** – Demonstrates interest in, loyalty for, and positive expectations of others. Delegates responsibilities and involves others in decision-making.
- **Customer Focus and Resiliency** – Consistently places a high value on the Kalamazoo Symphony Orchestra’s extensive network of internal and external stakeholders with a keen focus on listening to, understanding, and appreciating feedback.
- **Written and Verbal Communication** – Demonstrates succinct, clear, and understandable communication capabilities to foster a positive work environment and to develop a voice for the Orchestra in the community and beyond.

QUALIFICATIONS

The successful candidate will have a minimum 7-10 years of senior management experience, particularly in maximizing revenue and mobilizing human and financial resources. Qualified applicants will have a Bachelor's degree and an advanced degree or equivalent experience is preferred in the performing arts, nonprofit management, entrepreneurial organizations, or with other high profile and internationally recognized organizations. Competency and comfort with all standard computer applications and equipment (MS Office and Outlook) is mandatory.

COMPENSATION AND BENEFITS

Competitive compensation package commensurate with experience, including health, dental, life and long-term disability insurance, vacation, holiday, and sick pay, as well as discounted and complimentary tickets to KSO concerts.

APPLICATION AND INQUIRIES

Please submit a letter and resume with a summary of demonstrable accomplishments to:

Ms. Lee Kappelman, Vice President
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Kalamazoo Symphony Orchestra is an equal opportunity employer.

Executive Director – Kalamazoo Symphony Orchestra

10/26/13