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VICE PRESIDENT FOR MARKETING & STRATEGIC ENGAGEMENT

OREGON SYMPHONY

Portland, Oregon

<http://www.orsymphony.org/>

Oregon Symphony

CARLOS KALMAR, MUSIC DIRECTOR

The Aspen Leadership Group is proud to partner with the Oregon Symphony in the search for a Vice President for Marketing & Strategic Engagement.

The Vice President for Marketing & Strategic Engagement builds audience and enhances the customer experience through a wide range of activities. With a primary focus on ticket sales, the Vice President plans, leads, executes, and evaluates efforts to maximize revenue through a range of marketing channels in addition to increasing the percentage of ticket sales sold online.

The Vice President manages the Oregon Symphony's greater profile in the immediate community of Oregon and Southwest Washington and in the national artistic community. S/he activates a newly-updated brand, scheduled to launch in print, online, and via other media in August 2017. The Vice President crafts and executes an institutional marketing strategy, which includes strategically and creatively leveraging digital technologies, social media, and traditional media. Additional responsibilities include overseeing projects with and for the President and the Music Director, managing the Board Marketing Committee, and overseeing website content development.

The Oregon Symphony currently employs 76 professional musicians, led by Music Director Carlos Kalmar. Each year, it engages dozens of guest conductors and artists, both popular and classical, to perform with the orchestra. The organization's operating expense budget in FY17 is \$18.5 million, of which about 80% is spent on programs.

A full-time staff of 37—who are responsible for concert production, marketing, public relations, education, community engagement, fundraising, customer service, accounting, and financial reporting—manage the Oregon Symphony. The Symphony is governed by a volunteer board of directors, who last year contributed thousands of hours and personally contributed nearly \$2.0 million to support the organization.

The Oregon Symphony performs over 100 concerts per year at the Arlene Schnitzer Concert Hall in Portland and throughout the community. It presents an annual end-of-summer outdoor concert in Portland and travels regularly for performances in Salem, Newberg, and smaller communities elsewhere in the area. It also produces award-winning educational and community engagement programs. The Oregon Symphony programs directly serve more than 225,000 people annually and reach millions more households around the globe through its broadcast and recordings program. The institution is supported by thousands of individuals, businesses, and foundations and receives funding from the Regional Arts & Cultural Council, the State of Oregon Arts Commission, and the National Endowment for the Arts.

REPORTING RELATIONSHIPS

The Vice President for Marketing & Strategic Engagement reports to the President and is one of five members of the Senior Management Team. S/he has five direct reports: Marketing Director, Audience Development Manager, Group Sales Manager, Director of Patron Services, and Teleservices Manager. The Patron Services group employs an additional dozen full- and part-time staff.

PRINCIPAL OPPORTUNITIES

The successful candidate will take over this position at an extremely auspicious time. The Oregon Symphony, measured by virtually any standard, is at an all-time high.

Strong, diverse programming—including subscription series for classical, pops, and kids, as well as numerous specials and presentations—has fueled subscription and single ticket sales. Bucking a national trend in waning ticket sales, the Oregon Symphony has grown total earned revenue by 57% over the last five years, reaching an all-time high of \$9.6M. This number is expected to account for 55% of FY17 company revenue.

The organization is poised for further growth. The Symphony employs a seasoned and talented marketing team that thrives on its Tessitura data, is prepared to roll out a revitalized brand in August 2017, is rebuilding its website to maximize potential across a range of digital devices, and has developed a healthy pipeline of new patrons who comprise 20% of the 180,000 tickets sold on its main stage.

The new Vice President can rely on his/her Senior Management colleagues for collegiality, collaboration, communication, and motivation. It is an experienced, talented, warm, and hard-working team.

PRIMARY RESPONSIBILITIES

The Vice President for Marketing & Strategic Engagement will

- drive annual increases in earned revenue;
- provide leadership and strategic direction of all programs that build patron relationships;
- act as thought leader to the CEO and other leaders regarding best practices and opportunities in communication, marketing, sales, and audience retention and expansion;
- design and lead innovative and comprehensive multi-platform marketing campaigns;
- develop and employ strategies to amplify the Oregon Symphony brand;
- conceive and oversee sophisticated research on audiences and market trends;
- serve as the Symphony's chief media strategist, developing and implementing communications strategies that enhance the Symphony's public image as a leader in the arts;
- thoughtfully leverage the input and goodwill of volunteers and manage the work of the Board Marketing Committee;
- build productive partnerships with arts organizations and other nonprofits whose work complements the Symphony's, the media, and community leaders; and
- assume responsibility for www.orsymphony.org, ensuring that it clearly and consistently reflects the Oregon Symphony brand, leverages online content, and remains a robust destination for patrons as well as a vital means of communicating with the public.

KEY COLLEAGUES



Scott Showalter **President and CEO**

Scott Showalter is President and CEO of the Oregon Symphony. In this role, he oversees the work of the state's largest musical organization.

Showalter has achieved record ticket sales and donations, increasing the Symphony budget by 30% since his arrival, the greatest growth among all Tier 1 and 2 American orchestras, while balancing its annual operations. He has increased the classical subscription series by 20%, made investments in creative programming, expanded its commissioning and recordings programs, and extended the Symphony's education and engagement efforts.

Before moving to Portland in July 2014, Showalter worked as Vice President of the Los Angeles Philharmonic, Associate Vice President of the University of Chicago, and Associate Dean of Stanford Law School. He served on the executive teams of each of these organizations, while planning and running annual, capital, and endowment fundraising campaigns. He has deep experience working with governing and advisory boards, donors, and administrative and community leaders throughout the country.

A classically trained pianist, Showalter holds a dual undergraduate degree in Economics and German Studies from Stanford University and an M.B.A. from the University of California, Los Angeles. He additionally serves on the board of Northwest Academy, an arts-focused college preparatory school in Portland, Oregon.



Carlos Kalmar **Music Director**

Carlos Kalmar has served as music director of the Oregon Symphony since 2003. A regular guest conductor with major orchestras in America, Europe, and Asia, Kalmar recently made his subscription series debuts with three of America's most prestigious orchestras: those of Boston, Chicago, and San Francisco. Past engagements have seen him on the podium with the Philadelphia Orchestra, the Los Angeles Philharmonic, the Minnesota Orchestra and the New World Symphony, as well as the orchestras of Baltimore, Cincinnati, Dallas, Houston, Milwaukee, Nashville, Seattle, and St. Louis.

Carlos Kalmar was born in Uruguay to Austrian parents and lives in Portland. He showed an early interest in music and began violin studies at the age of six. By the time he was fifteen his musical promise was such that his family moved back to Austria in order for him to study conducting with Karl Oesterreicher at the Vienna Academy of Music. Before coming to Portland he served as music director for the Hamburg Symphony, the Stuttgart Philharmonic, Vienna's Tonkünstlerorchester, and the Anhaltisches Theater in Dessau, Germany. He and his wife reside in Northwest Portland.



Charles Calmer
Vice President for Artistic Planning

Charles Calmer is an orchestral administrator with 30 years of experience. Since 2000, he has been the Vice President for Artistic Planning for the Oregon Symphony. Previously he served in the same capacity for the Detroit Symphony. He has also been Orchestra Manager and Artistic Administrator for the Jacksonville Symphony Orchestra, Director of Educational Activities for the Cleveland Orchestra, and is an ongoing artistic consultant for the Grant Park Music Festival.

Calmer has served repeatedly as a panelist for the Arts Councils of Iowa, Ohio, and Oregon. In 2000 he served on the Pew Charitable Trust's Philadelphia Music Project and in 2007 he chaired the panel. He has spoken and lead workshops at the national meetings of the League of American Orchestras. He holds an M.F.A. in Arts Management and a Ph.D. from The University of Iowa.



Steve Wenig
Vice President and General Manager

As Vice President and General Manager, Steve Wenig oversees artistic operations, broadcasts and recordings, orchestra personnel, and education and outreach programs.

Wenig, who joined the Symphony on November 16, 2015 hails from the Houston Symphony, where he served as Orchestra Personnel Manager and Director of Community Partnerships. He holds a Bachelor of Music from the University of Hartford and Master of Music in Trumpet Performance from the University of Michigan.



Janet Plummer
Chief Financial and Operations Officer

Ms. Plummer is the Chief Financial and Operations Officer for the Oregon Symphony. In this capacity, Ms. Plummer manages the departments of finance and administration, technology, and design. She joined the Oregon Symphony in 2008.

Prior to her position at the Oregon Symphony, Ms. Plummer was the Chief Operating Officer and Chief Financial Officer of LightBridge Healthcare Research. Ms. Plummer was also the founder and President of Cooks' Nook, an internet retail company that she started in 1996 and sold in 2008. In other positions, Ms. Plummer worked as a development officer in educational and health care organizations, and served as a congressional and legislative relations officer for higher education associations in Washington, DC.

Ms. Plummer currently serves on the Board of the Cultural Advocacy Coalition in Oregon. She has a M.B.A. with a concentration in Finance and undergraduate degree in Economics & Political Science. She is a passionate supporter of the arts and an amateur musician.



Ellen Bussing
Vice President for Development

As Vice President for Development, Ellen Bussing oversees all fundraising from individuals, foundations, corporations, events, and planned giving programs including annual fund contributions and distributions from endowment gifts that account for approximately half of the Symphony's \$16.7 million budget.

Bussing, who holds a Bachelor of Music from St. Mary's College, comes to the Symphony from the Los Angeles Philharmonic, where she was the Director of Major Gifts. A Portlander, she has held senior development positions at the University of Arizona, the Oregon Health, and Science University Foundation, Willamette University, and Portland Opera. She joined the Symphony on December 14, 2015.

CANDIDATE QUALIFICATIONS AND QUALITIES

The ideal candidate for the position of Vice President for Marketing & Strategic Engagement will have

- exceptional skills in communication and persuasion, enthusiasm, resourcefulness, winning demeanor, ability to positively influence members of the public and the media;
- knowledge of best practices in audience engagement and retention;
- understanding of patron behavior in the performing arts;
- knowledge of marketing and sales in a performing arts environment;
- experience in long range and strategic planning;
- ability to effectively present information in a compelling manner, provide clarity, and respond to questions from diverse constituencies and stakeholders;
- ability to develop strategies to achieve organizational goals, understand organization's strengths and weaknesses, analyze market and competition, identify external threats and opportunities, and adapt strategy to changing conditions;
- ability to build a positive team spirit, put success of team above own interests, and support everyone's efforts to succeed;
- facility with technology and web-based applications;
- vision, resourcefulness, intuition, and the confidence to take risks; and
- a deep appreciation for live symphonic music.

A bachelor's degree is required for this position, as is at least ten years of marketing and management experience. Extensive work in a nonprofit setting is highly desired, and ideally in the performing arts.

BENEFITS

This position offers an excellent and highly competitive benefits and compensation package. Benefits include retirement, comprehensive health care, paid vacation, and opportunities for continued professional development.

LOCATION

The Oregon Symphony is located in Portland, Oregon. Portland is the largest city in Oregon with a metropolitan area of approximately 2.5 million people. Portland is consistently ranked as one of the American cities with the highest quality of life and is credited for attracting and retaining young college-educated people at the second-highest rate in the nation. Real estate blog Movato ranked Portland as the "Best City in America," and Bicycle Magazine rated it "America's Most Bike-friendly City." Portland is endowed with a thriving arts scene that includes, in addition to the Oregon Symphony, the Oregon Ballet Theatre, the Portland Opera, Portland Center Stage, and the Portland Art Museum, among many other organizations. Portland is one of the most environmentally conscious cities in the nation and known as a magnet for creative and educated individuals.

APPLICATION DEADLINE

All applications must be accompanied by a cover letter and a résumé. Before sending your materials, please read them over for accuracy. Review of applications will begin immediately and continue until the successful candidate has been selected.

To nominate a candidate, contact Anne Johnson: annejohnson@aspenleadershipgroup.com.

All inquiries will be held in confidence.

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