



**EXECUTIVE DIRECTOR
KANSAS CITY SYMPHONY
Kansas City, Missouri**

<https://www.kcsymphony.org/>



**KANSAS CITY
SYMPHONY**

The Aspen Leadership Group is proud to partner with Kansas City Symphony in the search for an Executive Director of one of the nation's most successful symphony orchestras.

The Executive Director is the administrative and thought-leader of the organization. In partnership with the Board, the Executive Director is responsible for the present and future success of the Kansas City Symphony (KCS). The Executive Director will act as a facilitator, coordinator, and counselor to the entire organization. S/he serves as the visible champion and spokesperson for the organization, advocating on its behalf to government, civic, and philanthropic organizations and to individual donors.

The Executive Director will serve as a partner with the Music Director in programming and in implementing the artistic vision within budgetary guidelines. This close and effective working relationship is essential to achieving the short- and long-term goals of the organization.

The successful candidate will lead the organization to financially sustainable results, addressing challenges promptly, creatively, and effectively, partnering with the Board of Directors in fundraising and resource management. The Executive Director will have a direct, personal role in raising funds from individual and institutional donors to ensure the organization's short- and long-term objectives are met.

The Executive Director will be an effective partner to the Chair of the Board, the Music Director, as well as with the Executive Committee and the full Board to develop and execute the vision for the KCS. The Executive Director must be proactive in communicating effectively with the Executive Committee on important issues. Full Board meetings provide an opportunity to discuss issues on a high level and to use the Board as a resource and sounding board in determining the best direction forward.

The Executive Director will manage the administrative staff via direct reports: General Manager, Director of Artistic Operations, Chief Financial Officer, Director of Development, and Director of Marketing. The Executive Director also supervises the Executive Assistant/Board Liaison and will prepare and execute budgets and monitor financial performance via monthly forecasting of revenues and expenses. The Executive Director will ensure that all rehearsals, performances, contracts, and other operational requirements are handled efficiently and professionally. The Executive Director will also lead negotiations for renewal of the Collective Bargaining Agreement and will ensure ongoing compliance with same.

Other key relationships for the Executive Director include the President of the Kauffman Center for the Performing Arts, the Executive Director of the Kansas City Ballet, the General Director of the Lyric Opera of Kansas City, the President of the KCS Chorus, the Chorus Director, the Associate Conductor, and the officers of the various KCS auxiliaries.

ABOUT THE KANSAS CITY SYMPHONY

The Kansas City Symphony was founded in 1982 by R. Crosby Kemper, Jr., just months after the bankruptcy of the Kansas City Philharmonic. The Kansas City Symphony has grown steadily under the leadership of its artistic directors, Russell Patterson (1982-1986), William McGlaughlin (1986-1997), Anne Manson (1998-2003), and Michael Stern (2005-present). The Kansas City Symphony serves a metropolitan population of 2.1 million people. The orchestra's 80 full-time musicians are area residents and perform during a 42-week season. A typical Symphony season includes a variety of subscription, educational, and community engagement concerts. The ensemble serves as the orchestra for the Lyric Opera of Kansas City, the Kansas City Ballet, and Symphony in the Flint Hills.

For FY19, the orchestra will offer 43 performances of 14 different programs on the Classical Series. Additional offerings include 12 Pops Series concerts, 3 Family Series, 3 Classics Uncorked Series, multiple Film + Live Orchestra Series, holiday concerts, chamber music programs, and numerous special concerts. The KCS enjoys a high sold capacity for its primary series, with 93% capacity for the Classical Series and 94% for the Pops Series. All combined, the KCS projects to have a total of 219 performances in FY19, affirming that the organization makes every effort to maximize all opportunities in the schedule.

The Symphony is governed by a 28-member Board of Directors and administered by a full-time staff of 35. The KCS has 80 full-time musicians under contract for a 42-week season. The Symphony's four auxiliaries, with total membership around 700, donate more than \$1 million annually, making them one of the most successful orchestra volunteer forces in the nation. From a budget of \$1.5 million in its first season, the Symphony's annual operating budget has grown to nearly \$19 million for FY19.

Each year the Symphony reaches more than 60,000 area children and teachers through its extensive education programs and many others through its regular concerts. The Symphony's education activities include specially programmed youth concerts for area elementary students and open rehearsals for middle school and high school students. Other activities include school residency presentations, free masterclasses with visiting guest artists, the musical instrument petting zoo, an annual Young Artist Competition, and the Support School Music program which has raised more than \$165,000 for 16 public school music programs in the metro area.

The Symphony is also pleased to partner with other organizations in serving the community. Collaborative endeavors include programs with the UMKC Conservatory of Music and Dance, Youth Symphony of Kansas City, public television KCPT, and University Academy charter school.

The Symphony's varied programs continue to have broad appeal; audience members have come from all 50 states, the District of Columbia, U.S. Virgin Islands, Guam, Puerto Rico, and 20 countries. In the 2017/18 season, audience members came from 1,038 communities. Overall ticket revenue continues to post records and contributed revenue totals nearly \$8 million in annual fund support. Recent studies show that the Symphony has a \$24 million impact on the region, supporting 534 FTE jobs and generating \$1.9 million in state and local tax revenue.

Recently, the Symphony successfully concluded its Masterpiece Endowment campaign, raising an additional \$55 million to bolster long-term finances. With an endowment of over \$96 million and robust community support, the Symphony continues its leadership role in the performing arts for Kansas City and the region.

FINANCIAL STABILITY

The KCS has balanced its budget in 34 of the last 36 seasons, and small deficits experienced in two years were not material to the organization's long-term financial success. In the seven years that the KCS has performed in the Kauffman Center for the Performing Arts, the organization has posted significant budget surpluses, which has helped the organization create an operating reserve fund of over \$2.5 million. In FY18, earned revenue comprised 41% of the budget. The organization's total endowment is over \$96 million and is held in two separate locations: the Greater Kansas City Community Foundation, and the KC Symphony Foundation, an independent entity with its own board. This significant endowment is augmented by a strong annual fund projected to raise \$7.6 million in FY19. For over ten years, the KCS has worked with an outside financial consultant with significant experience in the arts sector to update a five-year financial model projecting expenses and revenues for the future. This annual discipline has proven very beneficial to the KCS.

ORGANIZATIONAL CULTURE

The KCS has a very positive and open culture, with genuinely warm and positive relationships among the Board, staff, and musicians. There is an honest sense of respect and collaboration and enormous trust between the musicians and the KCS staff. The KCS Board is highly engaged and accountable, and there is no doubt that the Board will always do what is best for the organization. The KCS has also benefitted from very stable and long-term board leadership. The relationship between the musicians and staff leadership is exemplified by the fact that the last several renewals of the Collective Bargaining Agreement were accomplished a year early, and the last renewal negotiated without attorneys present (The current CBA goes through the 2020-21 season). There is a rare environment of trust and transparency at the KCS and all indications are that this will not only continue but will grow. The next Executive Director needs to earn the trust of all constituents and build on this highly positive base. This goal will be facilitated by clear and open communication, being accessible and appropriately consultative with staff and musician leaders, and behaving with integrity.

FACILITIES

The KCS performs in the world-class Kauffman Center for the Performing Arts (KCPA), which opened in September 2011. The KCPA is an independent 501(c)(3) organization with its own Board of Directors. The Kauffman Center has two performance halls: the Muriel Kauffman Theater, a proscenium theater with 1,800 seats that is primarily used by the Lyric Opera and Kansas City Ballet; and Helzberg Hall, a 1,600-seat vineyard-style hall that is the home of the Kansas City Symphony. The KCS conducts all rehearsals and performances in Helzberg Hall. The KCS has a license agreement with the KCPA that has a term of 20 years with three ten-year renewals for a total of 50 years in the initial period. As one of the Resident Organizations of the KCPA, the Symphony receives scheduling priority and very favorable rates for use of the hall. The Symphony's offices are not in the Kauffman Center, but are one block away at 1703 Wyandotte St. in downtown Kansas City. The KCS does not own its office building but leases space under a 32-year lease agreement and enjoys rates that are below market thanks to a very positive relationship with the landlord.

EDUCATION

The KCS has a vibrant and wide-ranging education program that reaches over 60,000 young people and teachers annually. The majority of performances are in Helzberg Hall and include KinderKonzerts (grades K-3) and Young People's Concerts (grades 4-6), open dress rehearsals for students, Masterclasses via the Inside Music series, Carnegie Hall's "Link Up" programs, Petite Performances (preschool), Support School Music programs, Young Artist Competition, the Instrument Petting Zoo and more. A brochure of all educational activities is available. In addition, the KCS has an annual side-by-side event with the Youth Symphony of Kansas City and has also started to offer Sensory-Friendly performances for those with special needs. In the 2017-18 season, the KCS reached students from 317 schools in 59 districts, plus 160 homeschools/homeschool co-ops, all in 86 communities (31 in Kansas, 55 in Missouri).

COMMUNITY CONNECTIONS INITIATIVE

The Community Connections Initiative (CCI) is part of the Collective Bargaining Agreement with KCS musicians and offers the opportunity to earn credit for up to eight additional paid services throughout the season. CCI was designed to offer musicians the opportunity to reach the community via programs they develop and perform. In the 2017-18 season, KCS musicians presented 141 CCI performances in 26 communities in the Kansas City region. One of the most popular of the CCI programs are the Symphony's free Happy Hour Chamber Music Concerts which are presented around 6 times each year in Helzberg Hall. These free, ticketed performances attract capacity audiences for interesting programs created by KCS musicians with repertoire ranging from the chamber music canon to challenging contemporary repertoire. The CCI program has also branched out in recent years to include performances at local prisons and correctional facilities.

RECORDING AND BROADCASTS

The KCS enjoys a positive and productive relationship with audiophile label Reference Recordings and has issued six CDs on that label, with two more recorded and yet to be released, and another project slated to be recorded in 2019. The KCS also released a CD on the Naxos label some years ago. The Kansas City Symphony Hour, a weekly hour-long radio broadcast drawn from live performance recordings, is broadcast on KCUR, the city's NPR affiliate. The KCS's annual Bank of America Celebration at the Station concert, held on the Sunday of Memorial Day weekend, is broadcast live on TV via KCPT, the PBS affiliate, and rebroadcast on Memorial Day and the 4th of July, as well as in multiple regional public television markets. In 2012, the KCS was featured in a national PBS broadcast of "Homecoming," a program with renowned mezzo-soprano Joyce DiDonato, a Kansas City native. These projects are largely funded through the Electronic Media Guarantee paid to KCS musicians via the Collective Bargaining Agreement.

OPERA AND BALLET

The KCS has a long relationship providing the live music for the Lyric Opera and Kansas City Ballet. The partnership with these two organizations was integral to the establishment of the KCS in 1982, and remains an important element of the Symphony's annual schedule. The KCS has more opera and ballet services than any orchestra in the nation that is not a full-time Opera or Ballet orchestra, and those services occupy approximately 28% of the Symphony's annual calendar (In FY19 KCS musicians will be assigned to 42 Opera services and 54 Ballet services).

Making this work requires extraordinary cooperation between the three organizations and working relationships could not be better. The fees received from the Opera and Ballet are also significant, totaling nearly \$800,000 for FY19. While these relationships are important on many levels, it is sometimes challenging to coordinate the scheduling of Opera and Ballet services and there is also the artistic challenge of having our musicians under the leadership of other organizations' conductors for a significant portion of the season.

REPORTING RELATIONSHIPS

The Executive Director will report to the Board of Directors via the Board Chair.

PRINCIPAL OPPORTUNITIES

Under the leadership of Frank Byrne, who will step down in August 2019 after nearly 19 years with the KCS, and Music Director Michael Stern who is entering his 14th season with the KCS, the organization has undergone remarkable growth and transformation. The KCS has seen impressive increases in its operating budget, musician compensation, and in the diversity of its programming. Audiences and earned revenue have grown significantly, and the orchestra's reputation around the nation is very positive.

The Kansas City metropolitan area is a region on the ascent. Downtown Kansas City continues to become more vibrant and exciting year by year, and demand for downtown housing is thriving. With a new airport coming in 2020, a major convention hotel downtown under construction, a planned expansion of the city's initial streetcar line and other amenities as well, the future is bright. With a very affordable cost of living and high quality of life for area residents, Kansas City is a most attractive destination.

In partnership with the Board of Directors, Music Director, the orchestra, staff, and other key stakeholders, the next Executive Director will be collaborative and effective in leading the KCS to new levels of excellence and purpose, connecting with the community and inspiring the public to support the KCS. The next Executive Director will build on the strong record of success that has distinguished the KCS and will communicate the organization's vision in a way that galvanizes internal and external partners. We believe there is no orchestra in the country that has more potential than the KCS, and it will be the responsibility of the next Executive Director to help realize that potential in a wise and determined way. The KCS wants to connect with an even broader segment of the community and to be seen as a significant symphony orchestra in the nation—an exciting, innovative organization with both relevance and impact.

PRIMARY RESPONSIBILITIES

The Executive Director will

- with the Board of Directors, develop and lead an ambitious vision for the KCS;
- ensure compelling and innovative performance experiences that connect with the community and drive greater audience participation;
- sustain and build upon the organization's strong record of fiscal responsibility and success;
- grow and strengthen the resource base to ensure long-term financial stability;
- wisely manage the Symphony's resources (financial and human) to achieve short- and long-term priorities;
- mentor the Executive Staff and effectively collaborate on succession planning for staff and board;
- serve as a compelling, effective advocate and ambassador for the KCS; and
- work closely with the Board of Directors to support the Symphony's continued growth and development. This will include strategic planning and the oversight/execution of the plan.

KEY PRIORITIES FOR THE NEXT EXECUTIVE DIRECTOR

The successful candidate for the Executive Director position will join the KCS at time of great success. The new Executive Director will have the opportunity to build on that momentum and, through strategic planning, execution, astute leadership, effective fundraising, and careful stewardship, help the KCS reach a new level of excellence and success. To accomplish this, the next Executive Director will need to effectively address multiple priorities including the following:

- Quickly and genuinely establish trust and positive relationships with internal constituents and donors, and with external partners.
- Gain a thorough understanding of the operations and financial processes of the KCS.
- Understand the work of the Destination Orchestra Task Force and become an integral part of discussions about "what's next" for the KCS to become a long-term destination for musicians, staff, and volunteers.
- Understand the work of the Audience Development Task Force and become an integral part of discussions about how to maximize audience.
- Determine the financial requirements of funding the organization's vision and work with the Board of Directors to explore and refine a timeline to assure funding for projects, short-term initiatives, and future renewals of the Collective Bargaining Agreement.
- Continue to monitor and evaluate partnerships (including Opera and Ballet) and to balance the impact of those relationships on the long-term objectives for the KCS.
- Participate in programming for the 2020-21 season and beyond.
- Continually seek ways to make the KCS the most vibrant, relevant, and exciting arts organization in the region.

KEY COLLEAGUES



William M. Lyons **Chair, Board of Directors**

William M. Lyons is the former President and Chief Executive Officer of American Century Companies, Inc., the investment manager of a diversified family of mutual funds and institutional accounts headquartered in Kansas City, Missouri. Mr. Lyons served as an executive of American Century for approximately 20 years.

Mr. Lyons also served as the company's Chief Operating Officer (1996 to 2000) and General Counsel (1989 to 1998) and as a member of the company's Board of Directors (1996-2007). Prior to joining American Century in 1987, Mr. Lyons was a corporate and securities attorney with McCutchen, Doyle, Brown & Enersen, San Francisco, California (now Morgan Lewis & Bockius) and a law clerk to Judge Mary M. Schroeder of the United States Court of Appeals for the Ninth Circuit. Mr. Lyons holds a bachelor's degree in history from Yale University and a law degree from Northwestern University School of Law.

Mr. Lyons is a director of two public companies: Morningstar, Inc. (MORN) and NIC, Inc. (EGOV). Mr. Lyons's current civic and not-for-profit activities include membership on the boards of directors of The Kansas City Symphony (Chair), The Nelson-Atkins Museum of Art, The Nature Conservancy (Kansas Chapter), The Children's Mercy Hospital Foundation and The Greater Kansas City Community Foundation.

In 2008, Mr. Lyons founded Terra Capital, a start-up company focusing on private equity investments.



Michael Stern **Music Director**

Music Director Michael Stern is in his 14th season with the Kansas City Symphony, hailed for its remarkable artistic ascent, original programming, organizational development and stability, and the extraordinary growth of its varied audiences since his tenure began. Since 2008, Mr. Stern and the orchestra have collaborated with Grammy® Award-winning Reference Recordings for an ongoing series of highly praised CDs.

Mr. Stern is also the founding artistic director and principal conductor of the IRIS Orchestra in Germantown, Tennessee. Now in its second decade, audiences and critics alike applaud this unique group for its virtuosity and programming as well as its commitment to commissioning and recording new works by American composers.

Mr. Stern has led orchestras throughout Europe and Asia, including the London and NHK (Tokyo) symphony orchestras, the Hungarian and Vienna radio symphony orchestras, the Helsinki, Israel, London, Moscow and Royal Stockholm philharmonic orchestras, Orchestre de Paris and National Symphony of Taiwan, among many others. In North America, Stern has conducted the Atlanta, Baltimore, Chicago, Cincinnati, Houston, Indianapolis, National (Washington, D.C.), Montreal, Pittsburgh, St. Louis, Seattle and Toronto symphony orchestras, the Cleveland and Philadelphia orchestras, and the New York Philharmonic. He also appears regularly at the Aspen Music Festival and has served on the faculty of the American Academy of Conducting at Aspen. Passionately committed to education, Mr. Stern works with students at the Curtis Institute and a

number of festivals, including the National Repertory Orchestra, National Orchestral Institute, Round Top and others.

Mr. Stern received his music degree from the Curtis Institute of Music in Philadelphia, where his major teacher was the noted conductor and scholar Max Rudolf. Stern co-edited the third edition of Rudolf's famous textbook, "The Grammar of Conducting," and edited a new volume of Rudolf's collected writings and correspondence. He is a 1981 graduate of Harvard University, where he earned a degree in American history.

CANDIDATE QUALIFICATIONS AND QUALITIES

The successful candidate for the position of Executive Directors should have

- proven ability to manage a complex organization and to inspire confidence;
- strong and extensive knowledge of—and a personal passion for—symphonic music;
- an established history as an accomplished strategic and inspiring leader with a track record of aligning resources to achieve organizational goals;
- strong business acumen and union experience as a decisive leader;
- the ability to attract, retain, and motivate a staff of outstanding people;
- proven effectiveness in fundraising and relationship building;
- strong relationships within the classical music field;
- openness to communication, organizational transparency, with an outcome-oriented approach;
- the ability to execute both wisely and swiftly;
- proven skill at developing budgets and multi-year financial plans and fostering a high degree of accountability and accuracy;
- the ability to apply creative solutions to challenges, and develop and assess opportunities;
- a demonstrated record of building strong internal and external relationships;
- outstanding verbal, written, and presentation communication skills;
- a high energy level and comfort with accountability;
- the ability to bring perspective to important conversations by being a good listener and strategist;
- maturity with a balanced ego and an ability to put the interests of the orchestra ahead of one's own; and
- the ability to engage individuals both within and outside the organization through one's personal style, humor, and warmth.

A bachelor's degree is required for this position as is a proven record with 10 or more years of senior leadership of a symphony orchestra.

SALARY & BENEFITS

The Kansas City Symphony offers a competitive compensation and benefits package.

LOCATION

This position is located in Kansas City, Missouri.

DIVERSITY AND INCLUSION

KCS provides equal employment opportunity to all applicants for employment and all employees in accordance with the law. KCS strictly prohibits any unlawful discrimination against applicants or employees because of their race, color, creed, religion, sex, gender, age, national or ethnic origin, ancestry, military status, disability, genetic information, sexual orientation or any other classification protected under law.

Employment decisions are made on the basis of bona fide occupational qualifications such as merit, experience, education, demonstrated performance, and competency. KCS also will make reasonable accommodation of the disabilities and sincerely-held religious beliefs of otherwise qualified applicants and employees unless it would cause undue hardship to KCS.

In furtherance of these policies and practices, KCS has designed and agreed to implement an Affirmative Action Program in accordance with the provisions of the Civil Rights Ordinance, Code of General Ordinances, City of Kansas City, Missouri.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. Before submitting 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, please contact Ron Schiller:

ronschiller@aspenleadershipgroup.com.

All inquiries will be held in confidence.

