

SENIOR VICE PRESIDENT FOR PHILANTHROPY AND SPECIAL ADVISOR TO THE PRESIDENT NEW YORK PHILHARMONIC

> New York, New York New York Philharmonic



The Aspen Leadership Group is proud to partner with the New York Philharmonic in the search for a Senior Vice President for Philanthropy and Special Advisor to the President.

The Senior Vice President will oversee all aspects of the New York Philharmonic's development efforts, recruiting, retaining, managing, and inspiring a high-performing team focused on meeting the short- and long-term fundraising goals of the organization. The Senior Vice President will work closely with administrative and board leadership to inspire philanthropy that supports the Philharmonic's vision and secure resources to meet strategic objectives. The Senior Vice President will join New York Philharmonic's senior leadership team at an exciting moment in the Philharmonic's history, as the organization completes an ambitious campaign and prepares to reopen a transformed David Geffen Hall.

The New York Philharmonic plays a leading cultural role in New York City, the United States, and the world, and has built a tradition of innovation that has allowed it to adapt and thrive over more than 178 years. Each season the Orchestra connects with up to 50 million music lovers through live concerts in New York and around the world, broadcasts, recordings, and education programs. The 2019–20 began with Music Director Jaap van Zweden and the Philharmonic reaffirming their vital commitments to serving as New York's orchestra and to championing new music through the kick-off of Project 19, which is marking the centennial of the 19th Amendment with commissioned works by 19 women composers. In collaboration with Lincoln Center, Inc., the Orchestra announced plans for the renovation of David Geffen Hall as one of the world's most vibrant concert halls and a hub for dynamic community engagement.

The New York Philharmonic responded to the cancellation of concerts due to the COVID-19 pandemic with a determination to connect with audiences, and to reconceive the concert experience. Within two weeks of the last live concert in March 2020, the Orchestra created a free portal, sharing video and audio of performances. That was followed in August by the launch of NY Phil Bandwagon, the series of free, outdoor, "pull-up" concerts featuring a customized pick-up truck and ensembles of Philharmonic musicians that brought live music back to New York City, an initiative that has been emulated across America.

Behind the scenes, the organization forged new agreements with the members of the Orchestra to establish a solid foundation in the face of lost ticket revenue, and to cultivate an even more impactful future. Salaries were reduced to address the budget impact of lost ticket sales, and orchestral services were redefined to empower the Philharmonic to set new standards in serving its community.

Founded in 1842 by local musicians, the New York Philharmonic is the oldest symphony orchestra in the United States, and one of the oldest in the world. Notable figures who have conducted the Philharmonic include Tchaikovsky, Richard Strauss, Stravinsky, and Copland. Jaap van Zweden became Music Director in 2018–19, succeeding musical leaders including Leonard Bernstein, Arturo Toscanini, and Gustav Mahler.

REPORTING RELATIONSHIPS

The Senior Vice President for Philanthropy and Special Advisor to the President will report to the Executive Director, Adam Cox, and work closely, especially on the David Geffen Hall Campaign, with President and Chief Executive Officer, Deborah Borda.

PRIMARY RESPONSIBILITIES

The Senior Vice President for Philanthropy and Special Advisor to the President will

- oversee all aspects of the New York Philharmonic's development efforts including its historic campaign, in collaboration with the President and CEO;
- lead the identification, cultivation, solicitation, and stewardship of individuals, corporations, and foundations for major gifts to support the annual fund and campaign, including convening the Development Committee and other volunteer committees as necessary;
- serve as a catalyst for the identification of new major donors, both individuals and institutions;
- lead the organization in uncovering new sources of contributed revenue with the capacity to contribute to the campaign, as well as future initiatives of the New York Philharmonic;
- oversee the accuracy and integrity of the New York Philharmonic's prospective donor and prospect pipeline;
- coordinate the staffing and preparation of the President and Chief Executive Officer, board and campaign chairs, as well as other leadership volunteers in their fundraising activities;
- work with the President and Chief Executive Officer and Vice President, External Affairs to develop and integrate a comprehensive communications strategy to support campaign and annual fundraising goals;
- provide leadership in the build-out of the New York Philharmonic's stewardship and event program as it relates to all fundraising efforts including the campaign, overseeing the reporting requirements which convey to donors how their gifts have been utilized to include endowment reports, acknowledgement letters and cards, and presidential correspondence;
- provide vigilant monitoring of and reporting on campaign and annual fundraising progress, recommending changes to plans and forecasts as appropriate;
- oversee the policies, strategies, and tactics that ensure donor and prospective donor relationships are tracked to preserve institutional history and mitigate risk; and
- identify trends and develop recommendations for continuous improvement.

KEY COLLEAGUES



Deborah Borda President and Chief Executive Officer

Deborah Borda has redefined what an orchestra can be in the 21st century through her creative leadership, commitment to innovation, and progressive vision. She became President and CEO of the New York Philharmonic in 2017, returning to the Orchestra's leadership after serving in that role in the 1990s. The first woman in recent history to manage a major American symphony orchestra, she has held top posts at the Los Angeles Philharmonic, The Saint Paul Chamber Orchestra, and the Detroit Symphony Orchestra.

Upon returning to New York, Ms. Borda established a sustainable financial plan to support her and Music Director Jaap van Zweden's commitments to serving as New York's orchestra and to championing

new music. In the 2019–20 season the Philharmonic launches *Project 19* — the single largest women-only commissioning initiative in history — and brings back *Phil the Hall,* low-cost concerts introduced in 2019 for New York's first responders, volunteers, and other service professionals.

During her 17-year tenure presiding over the Los Angeles Philharmonic, Deborah Borda reinvigorated plans to build and launch Walt Disney Concert Hall, oversaw the addition of a new shell for the Hollywood Bowl, and reimagined and diversified programming at both venues. She spearheaded the appointment of music director Gustavo Dudamel, with whom she invested in groundbreaking educational initiatives, including YOLA (Youth Orchestra Los Angeles), a flagship program that provides free after-school instrumental instruction to children in underserved communities throughout Los Angeles.

The first arts executive to join Harvard Kennedy School's Center for Public Leadership as a Hauser Leaderin-Residence, Ms. Borda was named a 2019 Woman of Influence by the *New York Business Journal* and was elected to the American Academy of Arts & Sciences in 2018. She is the recipient of an Honorary Doctor of Music degree from the Curtis Institute of Music and serves as Chair of the Avery Fisher Artist Program.



Adam W. Cox Executive Director

Adam Cox has over 15 years of experience in strategic planning, financial and operational turnarounds, and business transformation. Over the last decade, Mr. Cox has worked with large, performing arts organizations, leading them through moments of transition and returning them to strong financial health. Since 2019, he has held leadership roles with the New York Philharmonic, initially as Chief Operating Officer and now as Executive Director, where he oversees the business side of the orchestra including development/fundraising, external affairs/public relations, marketing, customer relations, finance, human resources, information technology, digital

strategy, and representation of the Philharmonic on the David Geffen Hall renovation project. He is charged by the board and the President/CEO with establishing a long-range operating model to deliver financial stability alongside the reopening of a renewed David Geffen Hall.

From 2015 to 2019, Mr. Cox was the Executive Vice President of the AT&T Performing Arts Center (AT&TPAC) in Dallas, Texas, a multi-venue entertainment center and presenter. As executive partner to the CEO and board, he led the development and implementation of an operational turnaround plan which

eliminated a \$5 million structural cash deficit and created a sustainable business model for the organization, enhanced by a focus on programming aligned with financial and mission objectives and a lean operation. He also led the restructuring of \$151 million in legacy construction debt, resulting in over \$55 million in principal and interest savings.

Prior to joining AT&TPAC, Mr. Cox was the Chief Administrative Officer of the Guthrie Theater in Minneapolis, Minnesota, one of the nation's most renowned non-profit theaters, where he led a staff of 180 across 11 functional areas. He was recruited in 2013 by the CEO and board leadership to address immediate financial challenges, as well as to recalibrate the operating model and facilitate long range planning ahead of the CEO's retirement. During his tenure at the Guthrie, he returned the company to profitability, completed the workout and restructuring of a legacy \$85 million bond indenture, launched a successful \$50 million comprehensive fundraising campaign, and executed a multi-million dollar real estate transaction to provide capital for debt retirement.

From 2010 until 2013, Mr. Cox served as chief financial officer of The Dallas Opera. He designed and implemented a strategy to close a \$6 million structural deficit and return the company to profitable operation, as well as a bridge financing plan that provided interim liquidity.

Previously, he worked in a turnaround capacity in the San Francisco Bay Area, holding leadership positions for a private equity-backed e-commerce retailer, a privately-held global architecture firm, and the San Francisco Opera. He began his career as an operations consultant for Bank of America. Mr. Cox has a B.A. from the University of Alabama and Six Sigma Certification from Bank of America.



Isaac Thompson Managing Director

Isaac Thompson is the Managing Director of the New York Philharmonic. He has led a multifaceted career as performer, writer, educator, and arts administrator. Prior to joining the New York Philharmonic, Mr. Thompson served as Director of Artistic Administration for the Cincinnati Symphony Orchestra (CSO) and Cincinnati May Festival, where he was responsible for creating and implementing a wide variety of artistic initiatives, including season programming, commissioning, special artistic projects, and recording projects in collaboration with music director Louis Langrée. Notable achievements included spearheading the CSO's innovative *Pelléas Trilogy* with director / designer James Darrah, as well as launching a new artistic model for the Cincinnati May

Festival, resulting in the appointment of Juanjo Mena as principal conductor and Gerard McBurney as the first-ever creative partner. Before he joined the CSO, Mr. Thompson served as Vice President of Artistic Planning for the Milwaukee Symphony Orchestra (MSO) for three years, in addition to serving as the MSO's program note annotator for two seasons. While in Milwaukee, he partnered with music director Edo de Waart in producing a much-lauded cycle of Mozart's Da Ponte operas, as well as creating the Milwaukee Symphony Orchestra's Composer Institute in collaboration with the American Composers Forum. Prior to joining the Milwaukee Symphony Orchestra, Mr. Thompson was a member of the artistic team of Music@Menlo, the San Francisco Bay Area's premier chamber music festival, where he worked directly with artistic directors and *Musical America's* 2012 Musicians of the Year, cellist David Finckel and pianist Wu Han. Mr. Thompson has consulted on artistic projects with the Chamber Music Society of Lincoln Center, Miró Quartet, ArtistLed, and The International Violin Competition of Indianapolis, and he has given lectures at numerous colleges and universities throughout the United States. As a violinist, Mr. Thompson has performed prolifically, appearing at such festivals as Aspen, Round Top, Great Mountains (South Korea), Opera and Music Theater of Lucca (Italy), Chautauqua, and Northern Lights Chamber Music

Festival. He is a graduate of the University of Cincinnati College–Conservatory of Music and The University of Texas at Austin, where he served as a graduate teaching fellow in music.



Peter W. May Co-Chairman

New York Philharmonic Co-Chairman Peter W. May has been President and a founding partner of Trian Fund Management, L.P., since November 2005. He currently serves as non-executive Vice Chairman of The Wendy's Company. From April 1993 to June 2007, Mr. May served as President and Chief Operating Officer and a director of Triarc Companies, Inc. (now known as The Wendy's Company). From its formation in January 1989 to April 1993, Mr. May was President and Chief Operating Officer of Trian Group, Limited Partnership. He was President and Chief Operating Officer and a director of Triangle Companies, Inc., from 1983 until December 1988. Mr. May was a director of Tiffany & Co. from May 2008 through May 2017. He has served as a director of Mondelēz International, Inc., since March 2018.

Mr. May is Chairman Emeritus of the Board of Trustees of The Mount Sinai Health System in New York, where he led the turnaround of this major academic health center from serious financial difficulties to what is today one of the most profitable and fastest growing academic medical centers in the United States. In addition, Mr. May is an emeritus trustee of The University of Chicago and a life member of the Advisory Council of The University of Chicago Booth School of Business. In addition, he is a director of Lincoln Center for the Performing Arts, a partner of the Partnership for New York City, past chairman of the UJA Federation's "Operation Exodus" campaign, and an honorary member of the Board of Trustees of 92nd Street Y. He is chairman of the board of the Leni and Peter May Family Foundation. Mr. May is a graduate of The University of Chicago (A.B.) and The University of Chicago School of Business (M.B.A.), and is a certified public accountant (inactive). Mr. May also holds an honorary doctorate in Humane Letters from The Mount Sinai School of Medicine of New York University.



Oscar L. Tang Co-Chairman

For 30 years, New York Philharmonic Co-Chairman Oscar L. Tang has supported and served in leadership roles at institutions that promote excellence in education, arts and culture, athletics, and the advancement of social justice. Mr. Tang was appointed to the President's Committee on the Arts and Humanities from 1990 to 1993 and the New York State Council on the Arts from 2002 to 2004. In 2005 he was elected to the American Academy of Arts and Sciences.

Mr. Tang has been a trustee of The Metropolitan Museum of Art for 25 years and currently serves on the boards of the New York Philharmonic, Asia Society, and the United States Bobsled and Skeleton Foundation. In late 1989 Mr. Tang, with Yo-Yo Ma, I.M. Pei, and others, founded the

Committee of 100, a leadership organization "to encourage rapport and understanding of the United States and China and to advocate for the full participation of all Chinese Americans in American society." Mr. Tang also served on the board of the Gordon Parks Foundation from its founding until 2019.

Mr. Tang is a graduate of Phillips Academy Andover and has been a charter trustee since 1995. Under his leadership as board President from 2004 to 2012, Andover became the first American private boarding

school to go "need blind." Mr. Tang attended Yale and Harvard Business School. He has founded institutes and centers of academic excellence at Andover, Princeton, Columbia, and UC Berkeley. Most recently with Oxford University and its academic press (OUP), Mr. Tang established the Hsu-Tang Library for Classical Chinese Literature, a series of publications of more than 1,000 important Chinese classics to be annotated and translated into English by pre-eminent scholars.

Mr. Tang has been a private investor since 1993, when he retired from Reich & Tang, an asset management firm that he co-founded and served as president and CEO for 20 years.

PREFERRED COMPETENCIES AND QUALIFICATIONS

The New York Philharmonic seeks a Senior Vice President for Philanthropy and Special Advisor to the President with

- enthusiasm for the New York Philharmonic's mission, history, and programs;
- superior presentation skills, including the presence to deal effectively with senior level executives, government officials, and high level donors;
- excellent communication skills, including the ability to write and speak clearly and effectively and deliver an effective, coherent, and consistent message;
- a communication style that is open, cordial, and compelling;
- an ability to create and communicate excitement about the New York Philharmonic's mission, history, programs, and fundamental strengths;
- a passion for seeking philanthropic support to advance the goals of the organization;
- superior interpersonal skills, an engaging manner, and the capacity to inspire and motivate staff, administrative and artistic leadership, volunteers, donors, and prospects, together with the ability to make the appropriate connections among members of these groups and to nurture strong and long-lasting corporate and individual relationships;
- an ability to work collaboratively with other colleagues within the New York Philharmonic community while demonstrating cultural sensitivity and a strong respect for differences;
- an understanding of and support for the importance of educating the broader community and region about the benefits of giving to the New York Philharmonic in support of its primary mission to expose people of all ages to the beauty and the power of music;
- familiarity with technology and other innovations that can streamline the campaign process and contribute to the integration of the fundraising functions;
- a sense of urgency, a clear set of priorities, a strong work ethic, and the ability to adapt to changing circumstances in a highly collaborative environment;
- a creative approach to problem solving, and the ability to take advantage of emerging opportunities;
- a good sense of humor, a high level of energy, self-confidence, a positive "can-do" attitude, charisma, diplomacy, and the ability to function at peak in a high expectation environment; and
- unimpeachable integrity and trustworthiness.

A bachelor's degree is required for this position as is at least ten years of progressively responsible fundraising experience in a major arts-related institution, non-profit organization, educational institution or other environment of similar complexity with multiple stakeholders, including a record of successful solicitation and stewardship of transformational gifts.

RACIAL JUSTICE, DIVERSITY, AND INCLUSION

The New York Philharmonic is dedicated to the highest ideals of racial justice, diversity, and inclusion.

The New York Philharmonic approaches its racial justice, diversity, and inclusion work first through education, learning, recognition, and listening in a spirit of openness and commitment to effecting lasting change. It then implements programs to amplify voices of diverse artists, composers, and community members in its programming, employment, governance, performance, education, and community partnerships.

In our communities, our workplaces, and our personal lives, there is a great deal to be done to fully achieve our nation's ideals of justice and equity for all — and there is a great deal each of us can and will do.

SALARY & BENEFITS

The New York Philharmonic offers a competitive salary and comprehensive benefits package including medical, dental, life and long term disability insurance, generous time off policies, employer contribution and match to your 403(B) plan, commuter benefits, and more.

LOCATION

This position is located in New York City.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. *Cover letters should be responsive to the mission and vision of the New York Philharmonic.* Review of applications will begin immediately and will continue until the successful candidate has been selected.

To apply for this position, visit: <u>Senior Vice President for Philanthropy and Special Advisor to the President, New York Philharmonic</u>.

To nominate a candidate, please contact Ron Schiller: ronschiller@aspenleadershipgroup.com.

All inquiries will be held in confidence