



**CHIEF DEVELOPMENT OFFICER
HOUSTON SYMPHONY**

Houston, Texas

<https://www.houstonsymphony.org>



The Aspen Leadership Group is proud to partner with the Houston Symphony in the search for a Chief Development Officer.

The Houston Symphony is in the early stages of implementing a ten year strategic plan that calls for significant growth in areas relating to artistic excellence and community involvement. The aspirations of this strategic plan create a dynamic environment within the institution because Trustees, patrons, musicians and staff share a desire to transition to higher levels of relevance within the City and local, national, and international stature. The Symphony has just hired a new Executive Director/CEO who will partner with the new Chief Development Officer (CDO) and the rest of the staff to create an even more exciting environment than had been present to date.

The CDO will be responsible for planning and implementing all aspects of the Houston Symphony's development programs, resulting in contributed income nearly \$20 million each year raised from individual, corporation, foundation, government, and special event sources, and will facilitate Endowment and planned giving programs. Together with the Executive Director and CEO, the CDO will hold the primary responsibility for all donor relations and works with Houston Symphony Society and Board leadership to achieve the Symphony's institutional goals and support its mission, vision, and values.

The Houston Symphony is one of America's leading orchestras with a full complement of concert, community, education, touring and recording activities. With an annual operating budget of \$33.9 million, the full-time ensemble of 88 professional musicians presents nearly 170 concerts annually, making it the largest performing arts organization in Houston. Additionally, musicians of the orchestra and the Symphony's four Community-Embedded Musicians offer over 900 community-based performances each year, reaching thousands of people in Greater Houston. In the 2017-18 season, its fourth under the dynamic leadership of Music Director Andrés Orozco-Estrada, the orchestra completed a triumphant eight-city, four-country tour of Europe, earned its first Grammy Award, and released two commercial recordings. Looking ahead, the organization continues to pursue its vision of becoming America's Most Relevant and Accessible Top-Ten Orchestra by 2025.

The Houston Symphony is the largest and most established performing arts organization serving the city of Houston. It takes pride in the remarkable accomplishments of its first century. Thanks to decades of hard work and visionary leadership, it now stands at a moment of unprecedented opportunity. Its outstanding orchestra and dynamic young music director are galvanizing the

community, sparking enthusiasm among the Symphony's long-term stakeholders and forging connections with new members of the Symphony family. Its education and community engagement activities, already significantly increased in recent years, are in great demand and poised for further growth, both in breadth and depth, including everything from expanded student concerts to an enhanced relationship with Houston's medical community.

REPORTING RELATIONSHIPS

The Chief Development Officer will report to the Executive Director and CEO.

PRINCIPAL OPPORTUNITIES

The Houston Symphony has a bold strategic vision for its future. The board, musicians, and staff have made a commitment to be America's most accessible and relevant orchestra in its fourth largest and most diverse city, through superlative programming, performances, and education and community engagement activities. Our Vision 2025 strategic plan outlines six institutional strategies:

- Strengthen artistic, staff, and board quality
- Improve education in Greater Houston through the arts
- Grow our reach, relevance and profile in Greater Houston and beyond
- Secure a large, engaged, and loyal audience
- Implement a strong and sustainable financial structure
- Secure an improved performance space solution

Under the vibrant and dynamic leadership of Music Director Andrés Orozco-Estrada, the Houston Symphony is playing at the highest level of artistry, as our recent Grammy Award and our triumphant European tour confirm. Our innovative education and community engagement programs, including school residencies and performances for underserved audiences by our Community Embedded Musicians, as well as our Community Connections program featuring members of the orchestra, help us extend and deepen our reach into greater Houston. Our vibrant Pops series, conducted by Steven Reineke, helps broaden our reach and connect us to other audiences. As we strive to reflect this great, diverse, vibrant city in everything we do at the Houston Symphony, we have a compelling story to tell, and a generous and supportive community that wants to hear it.

The Chief Development Officer is a critical position on the Houston Symphony staff, reporting directly to newly appointed Executive Director/CEO John Mangum. Overseeing a department of 18 devoted development professionals, the CDO is responsible for leading their team in securing \$18 million in annual fund contributions and financial support for three major events, as well as legacy and endowment gifts to support the activities of the Houston Symphony. Working closely with a dedicated and engaged Board of Directors comprised of prominent community leaders in business and philanthropy, the CDO will have the opportunity to build the fundraising capacity of the Houston Symphony to achieve its strategic goals and to secure the kind of transformative gifts that will enable us to execute on our strategic plan.

PRIMARY RESPONSIBILITIES

The Chief Development Officer will

- be responsible for all aspects of the Houston Symphony's development programs, resulting in contributed income of nearly \$20 million each year;
- develop and lead the successful implementation of cost-effective fundraising programs that cultivate, solicit, and steward individuals, corporations, foundations, and government agencies;
- maintain a portfolio of individual donors to secure major gifts and planned gifts;
- lead a development staff of approximately 20 employees;
- work to further develop individual and team skills of this talented and cohesive group to maximize fundraising results;
- develop and lead the successful implementation of high-profile, revenue-generating special events, including the Opening Night Concert and Gala, the Wine Dinner and Collector's Auction, the Houston Symphony Ball, two children's/family events, and others;
- develop and lead the successful implementation of strategies to identify, cultivate and solicit individual major gifts to the \$70 million Houston Symphony Endowment (\$50,000 +) and planned giving program;
- oversee grant applications, monitoring, and final reports;
- create and track development budgets including all fundraising expenses and revenues;
- establish and achieve goals for all giving categories;
- contribute to the Symphony's annual and multi-year budgeting process; track, monitor and report upon progress;
- serve as a member of the Houston Symphony's Senior Management Team;
- contribute to the development of the Society's strategic planning efforts, policies, and programs;
- develop strategies for development programs that best support institutional priorities;
- develop and maintain a positive relationship with the Music Director;
- along with the CEO, facilitate interactions with top donors;
- collaborate with all other Houston Symphony staff departments, musicians of the orchestra, and volunteers;
- cultivate a dynamic relationship with the Board and all relevant committees and maintain an active presence including delivery of presentations; committees include Board of Trustees, Governing Directors, Executive Committee, Development Committee and Endowment Board;
- participate in Finance Committee meetings and others as directed by the Board President and Executive Director/CEO;
- liaise with the Houston Symphony League and other volunteer services to align volunteer support with the achievement of the Houston Symphony's goals and objectives;
- attend Houston Symphony concerts, special events, and fundraising events; and
- serve in the community as an advocate and leader for the Houston Symphony, building relationships and partnerships that support the mission, vision, and fundraising goals.

KEY COLLEAGUES



John Mangum

Executive Director and CEO

Houston Symphony Margaret Alkek Williams Chair

John Mangum began his tenure as the Executive Director and CEO, Margaret Alkek Williams Chair, of the Houston Symphony on April 16, 2018. He works with the Music Director Andrés Orozco-Estrada, the members of the orchestra, the Board of Directors, the staff, and other key

stakeholders to further its mission of accessibility, relevance, and excellence. Mangum previously served as the President and Artistic Director of the Philharmonic Society of Orange County, a nationally and internationally recognized music presenter based in Southern California. Prior to that, he held senior artistic planning roles at the San Francisco Symphony, the New York Philharmonic, and the Saint Paul Chamber Orchestra. He started his career in 1999 at the Los Angeles Philharmonic, where he worked as the staff program annotator and later as Artistic Administrator, developing the Orchestra's programs at the Hollywood Bowl as well as a variety of concerts and projects at Walt Disney Concert Hall.

Mangum holds a Ph.D. in history with a field in musicology, in addition to master's and bachelor's degrees in history, all from the University of California, Los Angeles. His scholarly work looks at the intersection of music and power in 18th-century German-speaking Central Europe. As a freelance writer, he has written notes and articles for a variety of record labels, orchestras, presenters, and festivals, including regular contributions to the program books of the Salzburg Festival. Mangum enjoys hiking, travel (especially visits to national parks, where he gets to combine the two), and food. He, his wife, and his son look forward to discovering everything that Houston has to offer.



Janet F. Clark

President, Board of Trustees

Janet F. Clark is the President of the Houston Symphony Board of Trustees.

She was the Executive Vice President and Chief Financial Officer of Marathon Oil Corporation until her retirement in 2013. She worked previously as the Chief Financial Officer and Senior Vice President of Nuevo Energy Company, and Chief Financial Officer and Executive Vice President of Corporate Development and Administration at Santa Fe Snyder Corporation. She chairs the Audit Committee on the Board of Directors of EOG Resources, and also serves on the Boards of Texas Instruments and Goldman Sachs BDC.

In addition to her Houston Symphony service, Ms. Clark holds positions on the Boards of several nonprofits, including Teach for America-Houston, the Houston Public Media Foundation, the National Public Radio Foundation and YES Prep. At Rice University, she serves on the Council of Overseers for the Jones Graduate School of Business and the Governing Council of the Shepherd School of Music.

A native of New Orleans, Ms. Clark was named to the *Forbes* "One Hundred Most Powerful Women in the World" list in 2009 and was named the "Best CFO of the Year for 2011 for a Large Public Company" by the *Houston Business Journal*. She holds a Bachelor of Arts degree in

Economics from Harvard University and an MBA in Finance from the University of Pennsylvania's Wharton School of Business.



Vicky Dominguez
Chief Operating Officer

Houston Symphony Chief Operating Officer, Vicky Dominguez rejoined the Houston Symphony in May of 2015 as General Manager after serving for 7 years as Operations Manager with the Boston Symphony Orchestra. Prior to that, she served as Director of Operations at the Houston Symphony from 2006-2008 and has held similar posts at the Fort Worth Symphony and Dallas Winds.

Vicky attended undergraduate school at the University of Houston, where she earned a Bachelor of Arts in Music degree, and her saxophone quartet won the Senior Winds Category at the prestigious Fischhoff Chamber Music Competition. She attended graduate school at Southern Methodist University where she played in the Meadows School Wind Ensemble while she earned both an MBA and Master of Arts in Arts Administration in August 2002. In her last semester at SMU, Vicky worked as the Production Assistant at the Tanglewood Music Center, and continued to work summers in the Boston Symphony Orchestra operations department at Tanglewood while beginning her career as Operations Manager at the Dallas Winds.



Elizabeth Condic, CPA
Chief Financial Officer

Elizabeth S. Condic, CPA, joined the Houston Symphony as Chief Financial Officer in November, 2017.

In her nearly 25-year career in accounting and finance, Elizabeth has over 13 years of Chief Financial Officer (CFO) experience in both the non-profit and corporate sectors. Most recently, Elizabeth held the role of Vice President for Finance and CFO at the University of St. Thomas (UST), where she served on the cabinet of immediate past University president Dr. Robert Ivany and supported the Investment, Audit and Finance, and

Facilities and Space Committees of the Board of Directors. She provided leadership, strategic direction, and operational guidance for administrative and financial affairs of the University, and oversaw activities related to finance, treasury, accounting, purchasing, endowment investment, and human resource functions, among others. Elizabeth also provided financial advisory plans related to the construction of the university's new \$47 million Center for Science and Health Professionals building.

Prior to her role at UST, Elizabeth served as Vice President of Financial Affairs and CFO at the University of Mary in North Dakota, and has held CFO and other roles at several Houston-based companies, including TechTrans International, Doeren Meyhew, and Nommensen & Williams P.C.

Elizabeth holds a Bachelor's degree in Finance and a Master's degree in Accounting, both from University of Houston, Clear Lake, and completed the Institute for Educational Management (IEM) program at Harvard University. She is a Certified Public Accountant.

Elizabeth is married with two children and is a native Houstonian.

CANDIDATE QUALIFICATIONS AND QUALITIES

The successful candidate for the position of Chief Development Officer should have

- proven experience in leading an effective multi-million-dollar development program;
- high energy and a strong work ethic;
- knowledge of and appreciation for classical music (preferred) or strong willingness to learn;
- familiarity with local Greater Houston donor community;
- direct experience in personally soliciting \$1 million+ gifts;
- experience creating and managing successful capital campaigns (preferred);
- an ability to be an effective and articulate spokesperson of the Houston Symphony in a wide variety of settings;
- strong interpersonal and presentation skills;
- focus with highly refined strategic thinking abilities;
- a results-oriented temperament;
- strong leadership and team management skills; and
- integrity and dependability.

A bachelor's degree is required for this position is at least ten years of experience in a progressively responsible fundraising role. A master's degree or an equivalent combination of academic and professional experience in the goal-oriented environments of development and management is preferred.

SALARY & BENEFITS

The Houston Symphony offers a competitive salary and benefits package.

LOCATION

This position is located in Houston, Texas. A thriving center for the arts, Houston possesses 128 performing arts companies and 78 museums. Houston is home to resident companies in all of the major performing arts—symphony, opera, drama and ballet. Houston's Theater District is second only to New York City in the number of theatre seats with 12,948 seats for live performances.

Houston has surpassed Los Angeles and New York as the most ethnically diverse metropolitan area in the United States. Approximately 90 languages are spoken in the Houston area. According to *Fortune* magazine, by 2023 Houston “will be widely acknowledged as America’s next great global city.”

Houston has topped *Forbes* list of “America’s Coolest Cities” and continues to enjoy sustained job growth well above the national average and, with a median age of 33 years old, has become a destination for young professionals attracted to Houston’s strong performing arts presence, proliferation of art galleries and world-class museums, and transforming urban landscape.

DIVERSITY AND INCLUSION

The Houston Symphony will provide equal employment opportunities without regard to race, religion, color, sex, age, national origin, disability, military status, genetic information or any other characteristic protected by applicable federal or state law.

This policy applies to all areas of employment including recruitment, hiring, training and development, promotion, transfer, termination, layoff, compensation and all other conditions and privileges of employment, as required by applicable federal and state law.

The Houston Symphony values diversity and respect for all employees. Employees are expected to abide by this philosophy and any employees who engage in unlawful discrimination may be subject to corrective action, up to and including termination.

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 Anne Johnson:

annejohnson@aspenleadershipgroup.com.

All inquiries will be held in confidence.

