



**DIRECTOR, HUMAN RESOURCES DIVERSITY AND INCLUSION
FLINT INSTITUTE OF MUSIC**

Flint, Michigan
[Flint Institute of Music](#)

FLINT INSTITUTE OF MUSIC



The Aspen Leadership Group is proud to partner with Flint Institute of Music (FIM) in the search for a Director, Human Resources Diversity and Inclusion.

The Director, Human Resources Diversity and Inclusion will be the Institute's first dedicated human resources position following a complete organizational restructuring that has created new divisions, departments, and positions across the institution. This restructuring effort will create a structure that will foster and reward collaboration and coordination across all departments to fulfill the promise of programmatic integration and build internal capacity for excellence in administrative support functions and program delivery. The Director will play a key role in FIM's ability to fully realize this new integrated organizational model. The Director will be responsible for revitalizing and implementing all aspects of FIM's personnel policies and practices. Moreover, the Director will operationalize the organization's efforts to attract, retain, advance, and support a broadly diverse workforce and support a respectful, inclusive, and equitable workplace culture.

Flint Institute of Music changes lives through a lifelong continuum of world-class music, dance, and theatre. Since its founding in 1971, Flint Institute of Music has sought to bring the best in arts entertainment and education to Flint and the surrounding area. Comprised of the Flint Symphony Orchestra, Flint School of Performing Arts, and Flint Repertory Theatre, the FIM touches the lives of more than 300,000 individuals each year through concerts, performances, and lessons.

The Flint Symphony Orchestra is one of the finest orchestras of its size in the nation. Its rich 104-year history as a cultural icon in the community is a testament to the dedication to world-class performances from the musicians and Flint and Genesee County audiences alike. The Flint Symphony Orchestra has been performing under the baton of Maestro Enrique Diemecke for 31 years. Under Maestro Diemecke's unwavering musical integrity and commitment to the community, the FSO has connected with audiences throughout southeast Michigan, delivering outstanding artistry and excellence.

The Flint School of Performing Arts (FSPA) is Michigan's largest community school of the arts and among the largest in the United States. More than 3,500 students from 21 counties across mid-Michigan discover an amazing world of music and dance in its state-of-the-art facility.

Flint Repertory Theatre serves audiences of children and families, teens and adults, providing acting and theatre-making opportunities for students from age two through college. The Rep is a professional, not-for-profit theatre in the heart of Flint, committed to providing the city and surrounding communities with highly imaginative, thought-provoking theatre that is challenging, entertaining, and inspiring for all ages. The Rep is a recipient of a 2018 National Theatre Grant from The American Theatre Wing awarded to innovative theatre companies making local impact across the nation by connecting their community to excellence in the performing arts.

NEW ORGANIZATIONAL STRUCTURE

Flint Institute of Music is integrating the operations of The James H. Whiting Auditorium, whose facilities, programs, and services promote and support the presentation of the best regional, national, and international performing artists, and the Capitol Theater, a National Register of Historic Places landmark performance space, into its larger FIM organization, animating them with public programs. In tandem with this endeavor will be the implementation of an organizational structure designed to fully integrate The Whiting and Capitol operations into those of FIM.

The Flint Institute of Music's new organizational structure is built on a bilateral foundation that includes a group of functional divisions: Central Administration, External Relations, and Venue & Theatre Operations. There is also a group of programming divisions with overarching artistic coordination: Flint School of the Performing Arts (FSPA) and Artistic Initiatives & Community Programming Partnerships. Each division represents a collection of complementary work areas brought together to improve efficiency, collaboration, and the achievement of shared goals. For example, the External Relations division includes all activities related to patron engagement (marketing, audience development, ticketing, and patron development).

To avoid the classic dilemma of departments becoming organizational and cultural silos, FIM's new structure is designed to increase and encourage interdepartmental collaboration with the creation of the Artistic Initiatives & Community Programming Partnerships division to coordinate programming, presenting and producing activities across the FIM campus. Once the restructuring is fully implemented, the President and CEO will appoint cross-departmental Working Groups corresponding to FSPA, Whiting/FSO, Capitol Theater, the Flint Rep, and Education, each chaired by a different staff member. The Working Groups will coordinate operating activity within their respective purviews.

The Human Resources Department resides in the Central Administration division along with the Finance Department and the Facilities and Operations Department. The Director, Human Resources Diversity and Inclusion is a strategic thought partner within Central Administration and for the organization as a whole.

REPORTING RELATIONSHIPS

The Director, Human Resources Diversity and Inclusion will report to the Director of Finance and Administration, Jessica Sampson, and has management responsibilities for the Volunteer Coordinator.

DIVERSITY, EQUITY, AND INCLUSION

The Flint Institute of Music and its programs, the Flint School of Performing Arts, Flint Repertory Theatre, and Flint Symphony Orchestra, in all matters related to employees, Board of Trustee members, committee and task force members or volunteers are guided by a set of principles.

The FIM ensures that all individuals are represented and treated fairly in the fulfillment of its mission, both in places of work and program delivery, without regards to race/ethnicity, national origin, age, physical or mental ability, sexual orientation, gender, gender identity, socioeconomic status, geography, citizen status, genetic predisposition, marital status or relation.

The Board of Trustees and Executive Leadership team are undergoing an exciting organizational change with the recent consolidation of The James H. Whiting Auditorium and the Capitol Theatre. It sees this as an opportunity to prioritize, as essential, its work to build an organization that is diverse, equitable, and inclusive in hiring practices, volunteer leadership development, employee engagement and community programming, education and outreach. Further, it believes that everyone at FIM should actively participate in this effort.

PRIMARY RESPONSIBILITIES

The Director, Human Resources Diversity and Inclusion will

- oversee, monitor, and develop comprehensive HR strategies, policies, and practices that support the organization's goals and needs, and create a diverse, respectful, welcoming, and inclusive work environment for all employees;
- in partnership with management, lead strategic thinking and planning related to organizational development and structure;
- design and implement strategies, including ongoing education and training programs, to build the capacity of staff to work effectively, respectfully, and equitably across race, ethnicity, sexual orientation, gender, gender orientation and expression, and other social identities and diversity segments;
- oversee and coordinate recruiting and selection process for all areas, with special emphasis on expanding the recruiting network to attract a diverse pool of candidates of the highest caliber and for all departments to interview, hire, and retain a broadly diverse work force;
- monitor compensation and benefits to ensure equitable treatment and industry alignment;
- work closely with artistic and administrative leadership to implement effective staff orientation and on-boarding programs, in addition to coaching, counseling, and training/professional development opportunities;
- create strategies that encourage team building and increase communication across departments and between administration and artistic areas;
- develop and implement strategies for demonstrating employee value and appreciation;
- monitor the organization's culture to ensure that it supports the FIM's values and goals;
- lead FIM compliance with federal, state, and local legal requirements (EEO, ADA, FMLA, ERISA, OSHA, etc.);
- with the assistance of the Director of Finance and Administration, recommend and obtain cost-effective employee benefits, monitor national benefits environment for options and cost savings, and oversee benefit orientations and training as needed; and
- manage HR operations and systems, including overseeing the work of the Volunteer Coordinator.

KEY COLLEAGUES



Rodney Lontine
President and CEO

A Colorado native, Rodney Lontine graduated from Western State Colorado University with a Bachelor of Arts degree in Business Administration, and a minor in Fine Arts.

Lontine brings an exceptional record of executive leadership, arts programming, fundraising, performance, and marketing success to the position. Prior to joining the Flint Institute of Music, he served as Executive Director and Chief Operating Officer for the Museum of Outdoor Arts (MOA) for nearly twenty years. In that role, Lontine was responsible for growing and directing a multi-million dollar arts, education, and entertainment institution including Fiddler's Green Amphitheatre, a world-class 18,000 capacity outdoor Amphitheatre. The Museum's programs include art exhibition, education, and a veritable "who's who" of professionals from National Recording Artists, Orchestra, Dance, Opera, Film, and Music Festivals. Rodney worked with both Live Nation and AEG Live in promoting and hosting concerts and music festivals. Preceding his time at MOA, Lontine co-founded one of the largest advertising agencies in Colorado, Garrison • Lontine Advertising, with offices in Denver, Dallas, and Boston. Clients included the Coca-Cola Company, Nestle,

Little Caesars Enterprises, TCB and the G. Heileman Brewing Company. Mr. Lontine grew the agency from start-up to \$18 million in billings in 5 years. Lontine has served on numerous Boards over the years including Board of Directors, Juvenile Diabetes Research Foundation; Board of Trustees, City of Englewood Arts; Board of Trustees, Englewood Cultural Arts Center Association; and is a founding member of the Board of the Music Appreciation Society.



Jessica Sampson

Director of Finance and Administration

With 20 years of finance industry experience, Jessica Sampson joined the Flint Institute of Music team as its Director of Finance and Administration in 2019. Starting in residential mortgages at Citizen's Bank, Sampson holds a Bachelor of Science in Human Service Management with a minor in Accounting. After six years with the Flint Cultural Center Corporation as the Director of Human Resources and Finance, Sampson has developed a growing passion for the arts and culture community. Her multi-faceted position focuses on the financial and human resource needs of the organization.



Ann Marie Van Duyne

Chief Development and Marketing Officer

Lifelong arts advocate and enthusiast Ann Marie Van Duyne joined the Flint Institute of Music as Chief Development and Marketing Officer in 2019, though in service to the agency through volunteerism and committee support for decades prior. Van Duyne is the mother of an FIM "family of students" that all benefited from FIM programming. With a Bachelor of Fine Arts degree from the University of Michigan and a Certificate in Fundraising Management from the Indiana University, Center on Philanthropy, Van Duyne previously led her own consulting firm, Spire Consulting LLC, providing an extensive suite of services to nonprofit leaders in the advancement of their organization's mission. As the former Vice President of Philanthropic Services at the Community Foundation of Greater Flint, Van Duyne brings extensive strategic planning, marketing, communications, and fund development expertise to the FIM.



Davin Pierson Torre

Director, Flint School of Performing Arts

With more than 35 years as a music educator and 24 years as Director of the Flint School of Performing Arts, Davin Pierson Torre has helped thousands of Greater Flint youth find their voice through music and dance. During Pierson Torre's tenure, the FSPA has developed a reputation for excellence and has participated in many national initiatives, most recently the Carnegie Hall Lullaby Project and American Ballet Theatre's Project Plie. In addition to her other duties, Pierson Torre served as Secretary of the Board of the National Guild for Community Arts Education until reaching her maximum term limit, and maintains a busy conducting schedule in her 31st season as Conductor of the Flint Youth Symphony Orchestra. Under her tutelage, Genesee County youth have performed in France, Ireland, England, Scotland, Japan, and at New York City's Carnegie Hall, awe-inspiring accomplishments that they would not have otherwise experienced.

PREFERRED COMPETENCIES AND QUALIFICATIONS

Flint Institute of Music seeks a Director, Human Resources Diversity and Inclusion with

- strong interpersonal skills and an ability to work collaboratively and collegially within a multi-faceted performing arts organization while effecting and leading change where needed;
- experience and success in advancing organizational diversity, inclusion, and equity strategies in a complex, union organization;
- knowledge of the nonprofit arts and culture sector, preferably in the performing arts;
- an ability to lead and develop staff members;
- an ability to interact effectively with a board of directors with tact, diplomacy, and gravitas;
- a high level of discretion, tact, and confidentiality;
- a personal practice of on-going professional development;
- excellent verbal and written communications and listening skills;
- excellent organizational skills;
- specialized training in one or more of the following: organizational development, employment law, compensation, employee relations, and staff training;
- active affiliation with a broad range of professional networks and organizations (both arts and non-arts related) and community engagement; and
- experience in a nonprofit performing arts or other cultural institutions (preferred).

A bachelor's degree is required for this position as is at least seven years of progressive leadership experience in human resources positions. Experience in an organization engaged in organizational growth is a plus, as is experience in the development and implementation of a large-scale hiring.

SALARY AND BENEFITS

Flint Institute of Music offers a competitive salary and benefits package.

LOCATION

This position is located in Flint, Michigan.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. ***Cover letters must be responsive to the mission of the Flint Institute of Music – to change lives through a lifelong continuum of world-class music, dance, and theatre – as well as the responsibilities and qualifications presented in the position prospectus.*** Review of applications will begin immediately and continue until the successful candidate has been selected.

To apply for this position, visit:

[Director, Human Resources Diversity and Inclusion, Flint Institute of Music.](#)

To nominate a candidate, please contact Gregory Leet:

[gregoryleet@aspenleadershipgroup.com.](mailto:gregoryleet@aspenleadershipgroup.com)

All inquiries will be held in confidence.