

# ASPEN • LEADERSHIP • GROUP

**SENIOR VICE PRESIDENT FOR DEVELOPMENT  
NEW WORLD SYMPHONY, AMERICA'S ORCHESTRAL ACADEMY**  
Miami Beach, Florida  
<http://www.nws.edu>



**New World Symphony**  
America's Orchestral Academy  
Michael Tilson Thomas, Artistic Director

The Aspen Leadership Group is proud to partner with the New World Symphony, America's Orchestral Academy, in the search for a Senior Vice President for Development.

The successful candidate will set and oversee strategy to secure a minimum of \$10 million per year for annual operations. In conjunction with this annual fund, the Senior Vice President will design and execute a combined endowment and major gift campaign over the next five years with a goal of at least \$75 million. The campaign will be directed toward major program development, endowment, and technology upgrades. Donors will be local and national.

The New World Symphony (NWS) has a high-functioning senior team that creates institutional strategies around a dynamic curriculum, experimentation with digitally based artistic and educational expression, new audience engagement, and public/private partnerships. As a member of the senior staff, the SVP Development is an integral part of this management team.

The NWS is a three-year fellowship program with the mission of training gifted graduates of distinguished music schools for leadership roles in the field of classical music. Under the artistic direction of NWS Founder Michael Tilson Thomas, the program offers in-depth exposure to traditional and modern repertoire, with the active involvement of leading guest conductors, soloists, and coaches. The program is in its 27<sup>th</sup> year and has nearly 1,000 alumni who are making a difference in orchestras, ensembles, and educational institutions around the globe. NWS has a unique experiential curriculum. As an R&D resource for the orchestral field, it is known for innovative initiatives that explore how music is taught, presented, and experienced.

New World Symphony pursues its work in a state-of-the-art campus designed by Frank Gehry equipped with sophisticated digital infrastructure and connectivity. NWS' annual operating budget is \$15.5M, and its endowment just passed \$100M.

## **REPORTING RELATIONSHIPS**

The Senior Vice President for Development will report to the President and Chief Executive Officer.

## **PRINCIPAL OPPORTUNITIES**

The leaders and alumni of the New World Symphony are playing a critical role in shaping the future of classical music around the world. The SVP Development will have the opportunity to build on past fundraising efforts and accomplishments and to engage a broader patron base. NWS' innovation and experimentation allow donors to engage across the country and beyond. Current momentum is palpable; recent examples range from the opening of NWS' new campus in 2011 to a widely celebrated collaboration with the Knight Foundation focused on the work of John Cage. Sitting in the audience for a WALLCAST™ Concert, the new SVP Development will find her/himself surrounded by a diverse and highly engaged audience, inspired to expand the impact that this unique and exceptionally important organization and its philanthropic partners can have in the orchestral field.

## **PRIMARY RESPONSIBILITIES**

The successful candidate will

- understand institution-wide priorities and strategic planning;
- oversee all development efforts including strategic direction, budgeting, and management, utilization, and engagement of Trustees in development efforts;
- supervise the Vice President of Development and full development staff of 12;
- ensure Development staff participation in goal setting;
- manage over 100 campaign prospects, individuals, foundations, and national corporations;
- identify prospects and secure gifts of \$1,000,000 and above;
- oversee development vendors related to campaign;
- create a vibrant and productive Board Development committee, including sub-committees for special campaigns and events;
- monitor development expenses and budgeting;
- supervise the efficiency and accuracy of Tessitura development database, analysis, donor research, and cultivation/stewardship plans;
- work with Vice President of Development and Director of Special Events to identify, secure, and support Gala chairs;
- utilize Fellows in development efforts;
- regularly report on status of fundraising to senior staff and Board;
- serve as spokesperson for NWS press opportunities related to development; and
- ensure accordance with best practices and professional standards.

## THE NEW WORLD SYMPHONY, AMERICA'S ORCHESTRAL ACADEMY

The New World Symphony is dedicated to the artistic, personal, and professional development of outstanding instrumentalists. The NWS fellowship program provides top graduates of music programs the opportunity to enhance their musical education with the finest professional training. A laboratory for musical education and expression and through a wide range of performance and instructional activities, NWS seeks to develop in participants the full complement of skills and qualifications required of twenty-first century first class musicians. Under the artistic direction of Michael Tilson Thomas, the program offers in-depth exposure to traditional and modern repertoire, with the active involvement of leading guest conductors, soloists and coaches. The relationships with these artists are extended through NWS' pioneering experimentation with distance learning via Internet2.

Established in 1987 under the artistic direction of Michael Tilson Thomas, this unique educational environment prepares gifted graduates of distinguished music programs for leadership positions in orchestras and ensembles around the world.

NWS has been heard in such prestigious venues as New York's Carnegie Hall and Avery Fisher Hall, London's Barbican Centre, Paris's Bastille Opera, and Argentina's Teatro Colon. NWS has been televised on PBS, London Weekend Television, and Univision. Tours have included performances in Argentina, Brazil, Costa Rica, France, Great Britain, Israel, Japan, Monaco, and throughout the United States. NWS has worked with internationally recognized conductors such as Leonard Bernstein, Sir Georg Solti, Marek Janowski, David Robertson, Christoph Eschenbach and Stanislaw Skrowaczewski; and artists Anne-Sophie Mutter, Midori, Gil Shaham, Joshua Bell, Pinchas Zukerman, Sarah Chang, Yo-Yo Ma, Renée Fleming, John Adams, Emanuel Ax, Yuri Bashmet, Barbara Hendricks, and Gloria Estefan.

In 1991, Mr. Tilson Thomas and the New World Symphony were presented in a series of benefit concerts for UNICEF in the U.S. featuring Audrey Hepburn as narrator of *From the Diary of Anne Frank*. The work was composed by Mr. Tilson Thomas and commissioned by UNICEF. In April 1995, NWS performed with Debra Winger for the season finale concerts in Miami, the Kennedy Center in Washington, D.C., and New York's Avery Fisher Hall. NWS appeared again at Carnegie Hall and the Kennedy Center in April of 2015.

NWS has made seven commercial recordings to date. In January 1997, BMG Classics released NWS' first recording on the RCA Red Seal label with Mr. Tilson Thomas leading the musicians in works by Heitor Villa-Lobos. A second disc for RCA Red Seal entitled *New World Jazz* was released in September 1998, and features Mr. Tilson Thomas and the orchestra in vibrant interpretations of jazz-inspired works by 20th-century composers. On Argo/Decca, the Grammy-nominated *Tangazo*, featuring Latin-American classics with Mr. Tilson Thomas, was released in March 1993; *Four Parables*, with John Nelson conducting music of the American composer Paul Schoenfield, was released in June 1994. *Defining Dahl: The Music of Ingolf Dahl*, conducted by Mr. Tilson Thomas, was released in 1995, also on the Argo label. Other releases on Argo/Decca include *Coptic Light*, music of Morton Feldman led by Mr. Tilson Thomas, and Amy Beach's piano concerto with soloist Alan Feinberg and conductor John Nelson.

Since its inception, NWS has helped launch the careers of nearly 1,000 alumni worldwide. In North America, they are members of such ensembles as the Boston Symphony, The Cleveland Orchestra, Los Angeles Philharmonic, National Symphony in Washington, D.C., and the San Francisco Symphony. Their placement in foreign orchestras includes symphonies and chamber orchestras in Germany, China, Hong Kong, France, and Spain. In addition, many NWS alumni have chosen career paths in chamber music, music education and arts management.

### **MICHAEL TILSON THOMAS, FOUNDER AND ARTISTIC DIRECTOR**



Michael Tilson Thomas is a conductor, composer, educator and pianist. He is Founder and Artistic Director of the New World Symphony, America's Orchestral Academy; Music Director of the San Francisco Symphony; and Principal Guest Conductor of the London Symphony Orchestra. In addition to these posts, he maintains an active presence guest conducting with the major orchestras of Europe and the United States.

Mr. Tilson Thomas studied piano with John Crown and conducting and composition with Ingolf Dahl at the University of Southern California. At age nineteen he was named Music Director of the Young Musicians Foundation Debut Orchestra. He worked with Stravinsky, Boulez, Stockhausen and Copland on premieres of their compositions at Los Angeles' Monday Evening Concerts. During this same period he was the pianist and conductor for Gregor Piatigorsky and Jascha Heifetz.

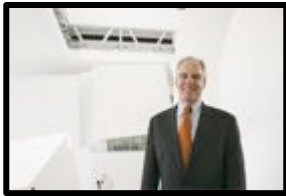
In 1969, after winning the Koussevitzky Prize at Tanglewood, he was appointed Assistant Conductor of the Boston Symphony Orchestra. That year he also made his New York debut with the Boston Symphony and gained international recognition after replacing Music Director William Steinberg in mid-concert. He was later appointed Principal Guest Conductor of the Boston Symphony Orchestra where he remained until 1974. He was Music Director of the Buffalo Philharmonic from 1971 to 1979 and a Principal Guest Conductor of the Los Angeles Philharmonic from 1981 to 1985. He was Principal Conductor of the London Symphony Orchestra from 1987 to 1995.

His recorded repertoire of more than 120 discs includes works by composers such as Bach, Beethoven, Mahler, Prokofiev, and Stravinsky as well as his pioneering work with the music of Charles Ives, Carl Ruggles, Steve Reich, John Cage, Ingolf Dahl, Morton Feldman, George Gershwin, John McLaughlin, and Elvis Costello. He recently completed recording the complete orchestral works of Gustav Mahler with the San Francisco Symphony.

Mr. Tilson Thomas' extensive television work includes a series with the London Symphony Orchestra for BBC Television, the television broadcasts of the New York Philharmonic Young People's Concerts from 1971 to 1977, and numerous productions on PBS Great Performances. In 2004, Mr. Tilson Thomas and the San Francisco Symphony embarked on a multi-tiered media project – *Keeping Score* – which includes television, web sites, radio programs, and programs in the schools, all designed to make classical music more accessible to a new audience.

Among his many honors and awards Mr. Tilson Thomas is a Chevalier dans l'ordre des Arts et des Lettres of France, was named *Musical America's* Musician of the Year and Conductor of the Year, *Gramophone Magazine's* Artist of the Year, and has been profiled on CBS's *60 Minutes* and ABC's *Nightline*. He has won ten Grammy Awards for his recordings. In 2008 he received the Peabody Award for his radio series for SFS Media, *The MTT Files*. In 2010 he was awarded the National Medal of Arts by President Obama at a ceremony in the White House.

### KEY COLLEAGUES



**Howard Herring**  
**President and Chief Executive Officer**

Howard Herring is a native of Oklahoma, a pianist by training, and now President and CEO of the New World Symphony. After his academic work at Southern Methodist University and Manhattan School of Music, he was pianist of the Claremont Trio, a winner of the Artists International Competition, and an active musician and teacher in New York City.

In 1986, he became Executive Director of the Caramoor Music Festival. Mr. Herring led that institution's development of the Rising Stars program for young instrumentalists, Bel Canto at Caramoor for young singers, and a curriculum-based arts program integrating music and visual art into K-12 studies. During his 15-year tenure, Caramoor celebrated its 50<sup>th</sup> anniversary and established its first endowment.

In 2001, Mr. Herring assumed leadership of the New World Symphony – America's Orchestral Academy, a three-year post-graduate fellowship program for aspiring classical musicians and leaders. He was given the charge of energizing the institution's national and international profile and developing a new building designed to explore its unique experiential curriculum and cutting edge digital work.

In July 2004, New World Symphony embarked on development of a new campus, a 21<sup>st</sup> century laboratory for generating new ideas about the way music is taught, presented, and experienced. The building was completed on time and on budget and opened to national and international acclaim in January 2011. The New World Center, designed by Frank Gehry, enables New World Symphony to exploit the global reach of broadband technology for education and digital capabilities for artistic expression. Beyond traditional training, New World Fellows are exploring the establishment of an online music education community, integration of music and video, and engagement of new audiences through alternate performance formats. Dynamic partnerships with professional orchestras and distinguished music schools have been formed around these experiments.



**Douglas Merilatt**  
**Senior Vice President for Artistic Planning and Programs**

Mr. Merilatt oversees the development and implementation of NWS performance activities in accordance with the institutional mission and strategic plan, working closely with the Artistic Director and other artistic and educational personnel. He manages concert scheduling and programming, including the engagement of guest artists, and oversees a 20-member department responsible for concert operations and electronic media activities.

Mr. Merilatt has been at the forefront of the organization's innovations in concert presentation, including the production of numerous thematic festivals; the routine use of projection and lighting technology to visually enliven the concert experience; the application of Internet2, an advanced broadband technology, to rehearsals and concerts, resulting in dozens of online connections with prominent composers worldwide; the production of live concert WALLCASTS™ and webcasts; and the organization's initial explorations into the combination of video art and music. He participated in the design and conception of the New World Center as a laboratory and global meeting-house for the teaching and experience of music.

Prior to joining NWS in 1995, he was artistic administrator of the Houston Symphony from 1987 to 1995, and also its orchestra manager from 1991 to 1995. His tenure there paralleled the first eight years of Christoph Eschenbach's music directorship, a time of unprecedented artistic growth at that orchestra. From 1983 to 1987, Mr. Merilatt was program coordinator in artistic affairs for the American Symphony Orchestra League (now the League of American Orchestras), where he administered conducting training programs and managed the development of the Orchestra Library Information Service, the first computerized database of information about the orchestral repertoire. His writing has been published in Symphony Magazine and he has spoken on several occasions at League national conferences.

Mr. Merilatt holds a bachelor's degree in music history and literature from the University of Cincinnati College-Conservatory of Music, where he also studied horn and piano.



**David Phillips**  
**Senior Vice President and Chief Financial Officer**

Mr. Phillips has been a member of New World Symphony's leadership staff since 1990, two years after the organization was founded. He came to NWS from CenTrust Bank where he served for five years in the finance and strategic planning area as Assistant Vice President, managing the comprehensive development of one, three, and five-year strategic planning models.

Mr. Phillips holds a Bachelor's degree in Economics and an MBA in Finance from the University of Miami.

At NWS, Mr. Phillips is responsible for accounting, budgeting, cash management, strategic planning, and analysis of all financial matters, human resources, facilities management, and information technology. In addition, Mr. Phillips was a key member of the Campus Expansion planning and building committees.



**Edward Shumsky**  
**Chair, Board of Trustees**

A trustee since 2007, Mr. Shumsky was elected chairman of the board in 2015. He has chaired the Nominating and Governance Committee and has served on the Executive and Facilities Committees of the board.

Mr. Shumsky and his wife Susan D. Kronick, current Board Chair of the Miami City Ballet, served as co-chairs for the New World Symphony's 2011 opening gala, one of a series of events that inaugurated the Frank Gehry-designed New World Center. That event marked the highest-ever fundraising event in NWS' history, setting a new standard for gala fundraising for South Florida's cultural arts institutions.

Earlier in his career, Mr. Shumsky was an antitrust lawyer in Washington and New York, the Regional Director of the Federal Trade Commission in NY, a White House Presidential Exchange Executive at Merrill Lynch, a Managing Consultant with and a Director on the Board of Watson Wyatt Worldwide, and more recently Executive Vice President and Chief Human Resource Officer at Florida East Coast Industries.

Mr. Shumsky currently serves on the Board of the University of Maryland Carey School of Law and is a member of the Bars of New York, Maryland, and Washington, D.C. He is also a member of the Board of Goodwill Industries of South Florida.

Mr. Shumsky is a graduate of Muhlenberg College and the University of Maryland Carey School of Law.

### **CANDIDATE QUALIFICATIONS**

The successful Senior Vice President for Development will be highly people-oriented with an empathetic disposition and a donor-focused approach. The SVP Development will expend considerable energy understanding the needs of donors and will actively advocate for their interests. This individual will be a skilled communicator who exhibits a level of comfort and engagement with diverse stakeholders and is able to generate enthusiasm for NWS' many programs. The successful candidate should demonstrate ability to initiate and sustain momentum without close supervision and must exhibit a polished presence, diplomacy, discretion as well as a deep respect and understanding of donor and Trustee relations.

In addition, the successful candidate will have

- broad knowledge of the principles of fundraising with a track record of building new donor relationships with prospects, Trustees, and volunteers, resulting in gifts;
- an ability to develop and implement effective donor strategy and messaging;
- interest in and dedication to promoting NWS' mission and priorities;
- music/arts background and deep knowledge of the Miami philanthropic community; and
- technological acumen including current use of Excel, Word, Outlook, internet research, social media, and donor software.

A Bachelor's degree is required for this position as is a minimum of seven years of development experience including proven major gifts success with five and six-figure gifts and having managed a capital campaign of \$50M greater. A Master's degree is desirable. Proficiency in Spanish is a plus.

### **BENEFITS**

A highly competitive salary, commensurate with experience, and an extensive benefits package are provided.

### **LOCATION**

The New World Symphony, American's Orchestral Academy, is located in the historic Art Deco District of South Beach in Miami Beach, Florida. In keeping with NWS' community commitment, the New World Center is part of a private/public partnership with Miami-Dade County and the City of Miami Beach. Its campus, the New World Center, exists at the heart of the City Center Redevelopment Project, a joint venture to inject new vitality into the downtown neighborhood of Miami Beach's 17th Street Corridor, located just two blocks from the ocean. New World Center is just behind Lincoln Road Mall, one of the highest foot traffic shopping areas in the Southeast.

The success of Art Basel Miami Beach, the opening of the Adrienne Arsht Center for the Performing Arts of Miami-Dade County, and the construction of Museum Park all point to a new era for Miami. NWS has built on this momentum, changing the perception of being in a region only known for sun and surf. Miami Beach is now recognized as a world-class cultural destination.

### **APPLICATION DEADLINE**

Before sending your résumé for this position, please read it 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](mailto:ronschiller@aspenleadershipgroup.com).*

*All inquiries will be held in confidence.*