

JOB SPECIFICATION

DIRECTOR OF
CONCERT OPERATIONS



KANSAS CITY
SYMPHONY



DIRECTOR OF OPERATIONS SUMMARY

The Kansas City Symphony is entering a new era. As the coronavirus pandemic fades into our memory, we are emerging as one of America's best-positioned orchestras. We are strong, ambitious, and on the rise.

WHAT DRIVES US?

- Our passion for symphonic music and a fervor to share it,
- A commitment to our community and its citizens,
- The pursuit of excellence in all facets of our organization, and
- Creativity to realize our full potential.

In order to thrive in this new era, we require a team of remarkable leaders to drive the organization's rise in creative ambition and grow our ability to impact people through music.

An important role we seek to fill on this team is the position of **Director of Concert Operations**. The Director of Concert Operations leads the planning and execution of the organization's most critical activities - our concerts and performances; in service to a patron-centric creative culture that prioritizes artistic impact.

If you are interested in joining an organization that is not only fanatical about symphonic music but also about the transformational effect that this living art form can have on people's lives, we invite you to keep reading.

Come along with us into this new era. Explore the Kansas City Symphony.

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ABOUT THE KANSAS CITY SYMPHONY

NATIONAL PROFILE

The Kansas City Symphony is the youngest major symphony orchestra in the United States, and one of the most secure. Since its founding in 1982 by R. Crosby Kemper, Jr., the Kansas City Symphony has grown through artistic vision, fiscal discipline, and a culture of trust and excellence in all facets of the organization.

The Kansas City Symphony serves a metropolitan population of 2.1 million people. The orchestra's 80 full-time musicians contribute to the city's exceptionally strong cultural community. During its 42-week season, the Symphony performs a wide variety of concerts including subscription classical, pops and family, film plus live orchestra, and educational programs. In addition to symphonic music of all kinds, the Symphony has deep roots in chamber music, and travels Kansas City with a mobile stage — the "Mobile Music Box" — throughout the warmer months. The Symphony also performs frequently with the Lyric Opera of Kansas City and the Kansas City Ballet.

DEDICATED LEADERSHIP

The Kansas City Symphony is governed by a Board of Directors under the leadership of Board Chair Patrick McCown and is administered by a full-time professional staff led by Executive Director Daniel Beckley. In addition, the Kansas City Symphony benefits from the dedicated efforts of its volunteer associations.

The Symphony's four auxiliaries, with total membership of nearly 500, raise more than \$1 million annually, making them some of the most successful orchestra volunteer forces in the nation.

FINANCIAL STRENGTH

The Kansas City Symphony has demonstrated a strong commitment to fiscal discipline in support of artistic ambition. From a budget of \$1.5 million in its first season, the Symphony's annual operating budget has grown to more than \$21 million. More than 1,000 gifts from the board, local foundations and members of the community have created an endowment in excess of \$120 million. The Symphony's balance sheet is pristine, with healthy operating reserves and working capital. The Kansas City Symphony is debt-free.

A NEW HEADQUARTERS FOR A NEW ERA

The Symphony recently established a new headquarters, adjacent to the orchestra's world-class concert hall at the Kauffman Center for the Performing Arts. Occupying a storied 19th century icon of Kansas City, this new modern space — the Shirley Bush Helzberg Symphony House — supports the organization's creativity, with space for administrative offices, musician practice, chamber performance, and music education. Formerly a restaurant, the building is complete with a commercial kitchen and English pub, presenting the Symphony with an abundance of new opportunities for patron engagement.



STREAMING AND RECORDING

In 2021, the Symphony launched a new video streaming service available at MySymphonySeat.org and through the Kansas City Symphony app on AppleTV, Roku, Amazon Fire, and other SmartTV and mobile device platforms. Video storytelling will play a key role in audience development, and the Symphony has invested heavily in ramping up this capacity for the future. In 2022, the Symphony launched a special video education program and accompanying teaching curriculum for public school students throughout Missouri and Kansas, reaching over 30,000 students in 200 schools in its first month.

The Symphony has released nine recordings on the Reference Recordings label, earning multiple Grammy® awards and nominations. Highlights from the Classical Series are also broadcast weekly on Classical KC 91.9 FM.

AUDIENCE DEVELOPMENT INITIATIVE

The Kansas City Symphony has developed a major five-year initiative to radically expand community connection to live classical orchestral music. Launching in the fall of 2022, the Audience Development Initiative will increase the number of people who make live classical music a regular part of their lives. We will achieve this by generating new demand for live classical music by producing creative content, supported by data science. We will employ storytelling to create emotional expectation for concert attendance and craft new experiences around the concert that invite entry and participation.

We will also begin to reassess the fundamental packaging and format of classical music concerts, to make them appeal to newer generations of audience in the community.



JOB DESCRIPTION: DIRECTOR OF CONCERT OPERATIONS

Reports to: Chief Operating Officer

The Director of Concert Operations is responsible for the successful planning and execution of all rehearsals, performances, educational events, and most other public engagements of the Kansas City Symphony (KCS) in line with the organization's vision, strategy, operating plans, and financial resources.

Serving on the Senior Management Team, the Director of Concert Operations leads a formidable team of people, including operations and production staff, stagehands, contract production personnel, and the education department.

The position requires exquisite attention to detail, budgeting and forecasting, and operational planning. Equally important is the ability to work with a wide range of people, from loaders on a stage crew to the most accomplished artists alive today. The Director of Concert Operations motivates, coaches, and mentors the operations staff, and works cross-departmentally to advance the work of the institution as a whole. Leading through a commitment to creativity and patroncentric approach, the Director of Concert Operations will be a key leader in defining the Kansas City Symphony and symphonic music generally in the years to come.



REPRESENTATIVE DUTIES AND RESPONSIBILITIES

The essential duties and responsibilities of the Director of Concert Operations include the following:

STAFF LEADERSHIP

Help foster a patroncentric, creative culture at the KCS by leading the operations team. Ensure staff have appropriate resources and information to complete tasks and projects successfully; provide on-going evaluation relative to professional development for each staff member on the team. Meet regularly with direct reports and communicate often across the organization and with the musicians. Proactively identify obstacles to organizational progress, and help clear them by facilitating communication and problem-solving inside and outside of the organization with staff, musicians, artists, vendors, contractors, managers, etc. Manage the budgeting process for concert production and education. Ensure high-quality, accurate, and complete monthly forecasting.

MUSICIAN RELATIONS

Maintain trust and excellent relations with the orchestra as a whole, as represented by the Musicians' Committee (MC) and Artistic Leadership Committee (ALC). Meet regularly with the MC and COO to ensure open lines of communication, anticipate problems, and negotiate solutions, promptly and competently addressing concerns. Ensure that management's rights under the Collective Bargaining Agreement (CBA) are protected, while also ensuring that musicians are treated with the utmost respect and the working conditions are as optimal as possible in accordance with the CBA and in support of artistic aspirations. Serve on the CBA negotiating committee and conduct or supervise research necessary for union negotiations.

Earn and maintain the trust and confidence of the musicians and staff.

PRODUCTION PLANNING AND EXECUTION

Direct the planning of concerts, rehearsals, and other orchestra services, including Mobile Music Box and other non-orchestral services. Participate in planning for other events, including fundraising events.

Oversee and ensure successful execution of all KCS services and events (except fundraising events), and serve in the rotation of personnel covering concert duty. Attend most but certainly not all performances. Ensure smooth logistics for touring and run-out programs, and build positive relationships with presenters.

Communicate schedules and other operational details to musicians, staff, and all other appropriate parties. Develop and implement systems for effective communication and project management, such as event plans or other tools for managing for each concert. Coordinate concert duty schedules for the entire department.

Work with the COO in the procurement and development of run-out, tour, and fee concerts and play a leading role in the development and execution of new concert initiatives both in Kansas City and regionally.



ELECTRONIC MEDIA AND MUSIC LICENSING

Report on the orchestra's electronic media activities, and ensure compliance with the CBA and national media agreements. With the COO, negotiate as needed with the Musicians' Committee and the national AFM. Supervise the library to ensure proper licensing/permissions with publishers, composers, guest artists, and conductors. Work with the music library to ensure proper licensing with publishers, composers, and other rights holders. Secure permissions as contractually allowable with guest artists and conductors.

EXTERNAL REPRESENTATION

Serve as a staff liaison with presenting organizations for fee and travel concert logistics, distributing program information to presenters, and tracking audience attendance statistics for grant purposes.

Serve as a staff liaison for various union organizations affiliated with the Kansas City Symphony, including AFM and IATSE unions. Communicate facility needs with the Kauffman Center for the Performing Arts. Serving as a main point of contact to ensure that calendar dates and orchestra needs are communicated to Kauffman Center staff.

Other duties as assigned.

REQUIRED QUALIFICATIONS

- At least 5 years' experience in an operations or production position of a Group 1 or Group 2 symphony orchestra.
- Knowledge of the orchestral repertoire and the ability to proactively anticipate and resolve logistical issues in its performance.
- A creative influencer, capable of conceiving of new ideas of value and encouraging creativity in others.
- Extensive leadership expertise, demonstrating the ability to consistently motivate others towards ambitious goals and to inspire confidence from subordinates and peers.
- Demonstrated proactive approach to staff management, including abilities to:
 - Identify obstacles to team productivity and success, even when those obstacles are not readily apparent to others, and promptly communicate and address obstacles creatively and collaboratively with the affected people;
 - Monitor team progress towards goals and work with teams to ensure both focus and results are tracking where they should be at any given point in time;
 - Inspire high levels of performance from others, by consistently holding them accountable, supporting their professional growth, effectively empowering them to succeed, and modeling desired behaviors including commitment to excellence, high attention to detail, and a deliberate work ethic.
- Superb communication skills through writing, speaking, and visuals (graphing, PowerPoint slides, etc.). Proficiency in Microsoft Excel.
- Experience with labor relations in a collective bargaining environment.

PROFILE OF THE IDEAL CANDIDATE

The ideal candidate will have an infectious entrepreneurial spirit, grounded in personal integrity. They will be a proven leader with a track record of vastly surpassing expectations by challenging existing assumptions and ways of doing things. They will have a high degree of intellectual curiosity, and a creative bent that inspires new ways of thinking and problem-solving in colleagues. An analytical skillset is absolutely essential, with the ability to look at a challenge from many different angles in order to develop new insights, and to effectively communicate those insights with others.

The ideal candidate will be highly self-aware, and be able to read and respond to verbal and non-verbal cues in others. They will have a commitment to transparency and truth, in a way that both informs and inspires, and will be candid and respectful at the same time. They will not be shy to speak hard truths, and to inspire action in others to promptly address these truths. He or she will have an unquestioned ability to handle confidential and sensitive information with care and in an appropriate manner at all times. They will exhibit an exceptional attention to detail and push their staff and the organization to seek constant improvement.

They will be able to promptly earn the full trust and confidence of the COO by demonstrating outstanding judgment, stable and forward-looking leadership, creative and strategic thinking, insightful analysis, and consistent management. They will foster a business-like culture of thorough advance planning, assumption testing, transparent monitoring, communicative progress tracking, and consistent, patient execution.

They will enjoy working as part of a team, and will welcome the creative challenge of implementing the orchestra's long-term vision through a consistent series of short-term actions and behaviors which balance the artistic, logistical, practical, and financial demands of life in the 21st century orchestral community.



IN CLOSING...

Kansas City is a remarkable place because of its people, its institutions, and its culture. The Kansas City Symphony is proud to be a contributor to the region's growth and to provide a soundtrack for life in this community.

We are passionate about the power of music to transform lives, and we are seeking the best and brightest in the country to help us do it. If this opportunity sounds compelling to you and you would like to learn more, please e-mail John Roloff at jroloff@kcsymphony.org.

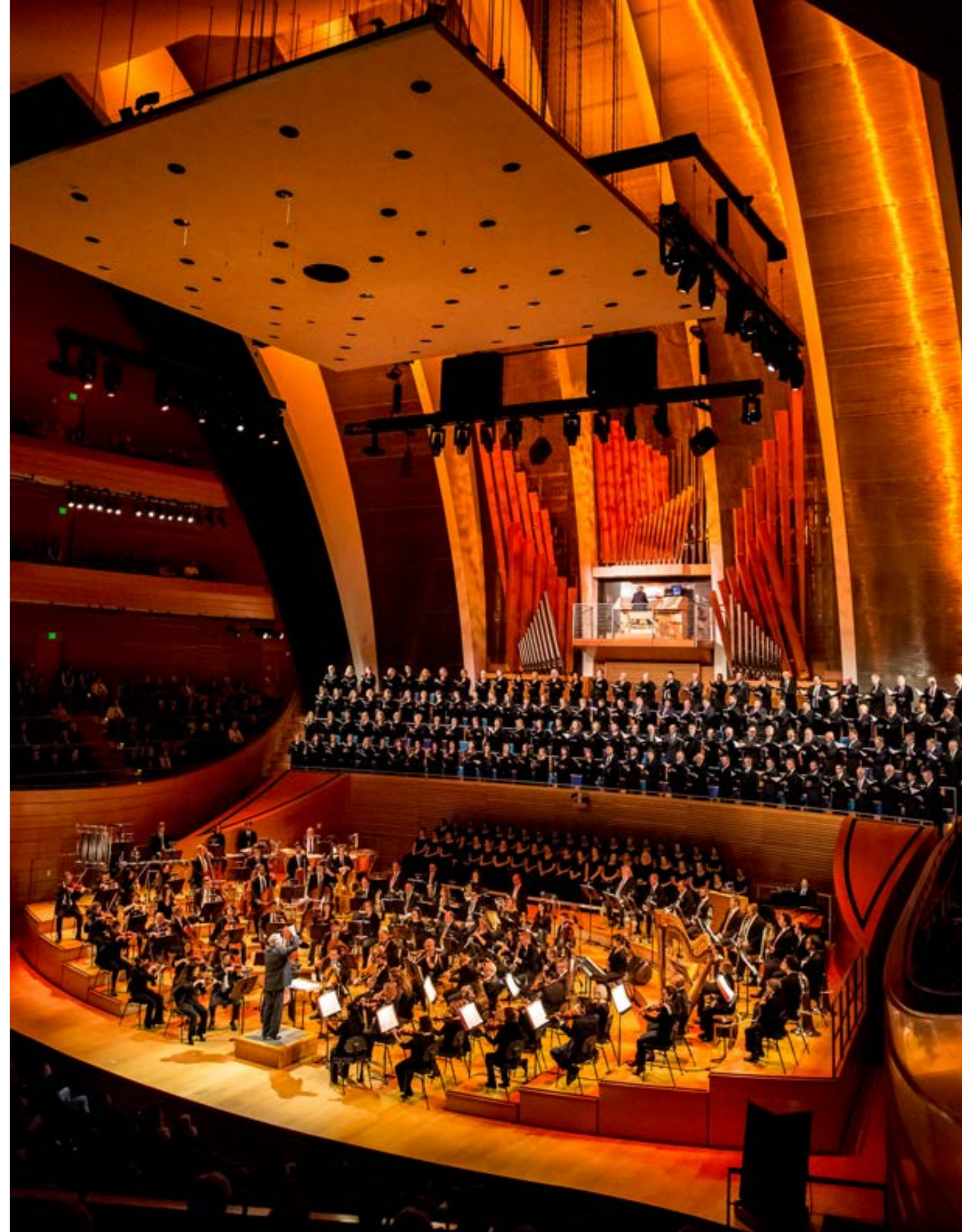
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We have a wonderful relationship among the administration, the board, and the players. Everyone has unanimously agreed to do something exceptional. ...it's a golden moment for the Kansas City Symphony.

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—*Michael Stern, Music Director*

The Kansas City Symphony is an Equal Opportunity Employer.





KANSAS CITY
SYMPHONY