

GRANADA

SANTA BARBARA CENTER FOR THE PERFORMING ARTS

www.granadasb.org

EXECUTIVE DIRECTOR

ORGANIZATION

The Santa Barbara Center for the Performing Arts (SBCPA) is a 501(c)(3) non-profit organization that operates the historic Granada Theatre. The Granada, designed by A.B. Rosenthal and originally opened in 1924, was at that time the tallest building in Santa Barbara at eight stories. SBCPA was founded in 1983 and reinvigorated by community, political and business leaders in 1997 to restore The Granada. After a \$60 million capital campaign, a meticulous restoration effort led by the New York firm Sachs Morgan was undertaken. The Granada reopened in March 2008. The theatre seats 1,553, including eight elegant side boxes, and boasts excellent acoustics, a state-of-the-art box office, an enlarged orchestra pit, and first-class computer controlled stage and lighting systems, dressing rooms, and rehearsal space. The Granada is situated in Santa Barbara's historic cultural arts district, which also is home to the historic Arlington Theatre, Lobero Theatre, and Santa Barbara Museum of Art.

The Granada is a year-round, multi-purpose venue for music, theatre, dance, opera, musicals, films, lectures, and conferences. Its primary focus is to serve as host to the most influential performing arts organizations in Santa Barbara and California's Central Coast, including: Santa Barbara Symphony, State Street Ballet, Opera Santa Barbara, Community Arts Music Association, Santa Barbara Choral Society, Theatre League, Music Academy of the West, and many University of California Santa Barbara Arts & Lectures performances. Additionally, SBCPA presents targeted music and theatre productions, as well as educational programming focused on K-12 children and their families. Among the artists and productions that have been featured in resident company and SBCPA events at The Granada are Mandy Patinkin, Lang Lang, Denyce Graves, Gladys Knight, *Mama Mia*, Yo-Yo Ma, Cecilia Bartoli, Seal, *Séance on a Wet Afternoon* (a new opera by Stephen Schwartz), Renee Fleming, Natalie Cole, Bill T. Jones/Arnie Zane and Company, and *Avenue Q*.

COMMUNITY

Often referred to as the American Riviera, Santa Barbara is nestled on California's Pacific Coast between Los Angeles and San Francisco. With its beautiful beaches, majestic mountains, vibrant cultural community and sparkling weather, Santa Barbara has been a beacon for visitors and permanent residents from around the world for over 100 years. Santa Barbara County has a population of over 400,000 with more than 2,700 square miles of some of the most scenic vistas in America. Santa Barbara and its environs frequently are listed among the most desirable places to live in the United States with hundreds of the most well recognized business and entertainment personalities maintaining homes in the region. The City of Santa Barbara was named the *2009 Distinctive Destination* by the National Trust for Historic Preservation.

POSITION SUMMARY

Reporting to the Board of Directors of the SBCPA, the Executive Director supervises and directs all aspects of The Granada and is responsible for the consistent achievement of the organization's mission. The position will maintain excellent relationships and partnerships with the resident companies, as well as with community organizations and venue renters in order to advance SBCPA's goals throughout the region. The Executive Director creates and implements the Business Plan and goals of the Board, including management of an annual operating budget that currently stands at \$4 million. The scope of responsibility includes fund development, brand building & marketing, audience development, contract negotiations, external relations, artistic administration, and the overall operational, financial, and administrative management of the SBCPA. The Executive Director will oversee short- and long-range strategic planning and implementation, including the effective hiring, training, mentoring, and supervision of the organization's human resources while maximizing the facility's performance capabilities.

The Executive Director will also provide support to best utilize the talents and resources of the Board, stimulate involvement, recruit new members, and work closely with it to ensure strong fiscal health and community relations. The Executive Director will be able to build and sustain relationships with the Board, ensuring an energetic approach toward achievement of organizational and financial goals while educating, engaging, and energizing the Board in their role as fundraisers, policymakers, and community ambassadors.

The Executive Director will be the organization's chief spokesperson with the Board President, both holding the SBCPA's mission, vision, and values as a guide in representing The Granada to many constituencies. The position will guide the growth, public image and increased brand awareness of the organization, articulating its impact. The Executive Director will be the primary point of contact with the resident companies. He/she will identify other key stakeholders, develop strategies, and define how organizational messages will be delivered to various individuals and institutions to increase visibility, brand, and earned and contributed revenues of the organization.

TRAITS AND CHARACTERISTICS

The selected individual will have a well-rounded set of competencies that sets him or her apart from others in the field. The Executive Director will be a results-oriented, motivational leader who can maintain strategic, artistic, and operational focus for the organization, Board, staff, resident companies, and community. He/she will be a seasoned non-profit leader with experience in a performing arts organization or arts center with a strong financial decision making background. The position requires excellent knowledge and ability in fundraising, marketing/audience development, branding, booking, programming, and operations, including union and contract negotiations. Leading candidates will establish goals that are relevant, realistic, and attainable and will identify and implement required plans and set milestones to achieve specific impacts. The selected Executive Director will create and lead a proactive culture of personal and organizational accountability as he/she helps the Board, staff, resident companies, business leaders, government officials, and the community-at-large achieve shared success for The Granada.

DUTIES AND RESPONSIBILITIES

Operational and Strategic Implementation

Lead the day-to-day operations of The Granada to ensure that audiences, resident companies, rental customers, donors, and other community members have a first-class experience any time they interact with the organization or enter the venue.

- Supervise and integrate all departments of the SBCPA, including box office, facility marketing and rental, fundraising and development, education, programming, technical production, facilities maintenance and management, and all staff.
- Direct administrative personnel relations to ensure that the organization is effectively structured and staffed with competent employees. Interview, hire, train, and mentor staff, assign work, and provide performance appraisals on a regular basis.
- Consult and strategize with resident companies and other strategic partners and Granada marketing and production staff regarding annual rental, presentation, and education plans.
- Oversee short-term operational and long-range strategic planning and implementation processes, including the effective mentoring and supervision of the organization's human resources, mobilization of performance and event resources, and decision-making related to appropriate use of fiscal resources.
- Maintain an organization with the highest ethical standards, and ensure that the SBCPA's employer obligations to its staff, legally and ethically, are fully met.
- Coordinate advance planning and scheduling for resident companies and users.
- Oversee programming and appropriate bookings for all types of events, including the Founders Room.
- Ensure distribution of information and materials to presenters, performers, managers, and agents.
- Oversee periodical inspections of all physical theater premises for function, maintenance, and safety.
- Manage the development, implementation, and monitoring of union negotiations, contracts, and related activities.
- Develop a strategy to effectively mobilize and utilize volunteers in support of the SBCPA and its plans and programs.

Governance and Financial Oversight

Provide support to best utilize the talents and resources of the Board, stimulate involvement, recruit new members, and work closely with the Board to ensure strong fiscal health and effective governance of the organization. Develop, monitor, and maintain fiscal responsibility for the overall budget, and ensure the most effective use of financial and human resources.

- Oversee management of cash flow and present appropriate balance sheets, income statements, and other financial oversight tools for Board review.
- Ensure the creation and maintenance of the appropriate budget that fulfills the organization's artistic vision and public mission and simultaneously maximizes earned and contributed income opportunities.
- Work with legal counsel, when needed, in representing and negotiating contractual matters, including with rental organizations, agents, promoters, presenters, touring groups, ensembles, musicians, singers, and other independent contractors, as well as any collective bargaining agreements.
- Review major leases, purchases, loans, and contracts.
- Provide oversight on purchases, expenditures, and vendor relations.
- Assist in Board prospect identification, cultivation and recruitment,
- Orient, educate and engage Board members to maximize their effectiveness,
- Celebrate the successes of individual Board members and the Board as a whole in recognizing their contribution of time and resources as community ambassadors for The Granada,
- Assist Board committees to develop and implement their goals and objectives and name appropriate staff liaisons to work closely with committees.

Fundraising and Donor Stewardship

Oversee a robust development program, including creation of comprehensive plans that maximize contributed income, and assume an active role in fundraising in consultation and cooperation with the Board and staff.

- Lead the organization's development programs, including its annual fundraising efforts, endowment, capital, and planned giving, and identify appropriate funding opportunities from individuals, foundations, corporations, and government agencies.
- Guide staff, Board, and volunteers in development activities, effectively cultivating, soliciting, and maintaining strong relationships with individual, corporate, foundation, and government donors.
- Create short-term and long-term fundraising programs to support on-going theatre operations to ensure that adequate funds are available to meet capital and operating targets.
- Strategize the most effective donor stewardship methods with the Board and staff.

Audience Development and Community Relations

Guide marketing, branding, and public relations programs that achieve earned income goals from rentals, subscriptions, and single ticket sales while enhancing The Granada's visibility, reputation, and brand awareness.

- Ensure the highest levels of customer service, effective audience interaction, and community engagement.
- Develop and implement proactive promotional strategies for both SBCPA's presentation and educational activities and the programs of the resident companies.
- Maintain a strong organizational focus on marketing outcomes and growth of ticket revenue for SBCPA presentations and resident company performances.
- Work across the community to develop appropriate strategic partnerships and embrace the diverse needs of the Santa Barbara community.
- Guide the increased brand awareness and impact of the organization, clearly articulating its mission, vision, programs and strategic direction.
- Serve as the public "face" of The Granada throughout the community and represent the organization and its Board, staff, and resident companies in a manner that enhances its reputation and standing in the community.
- Make personal appearances, give informational talks, give VIP tours of the theater, and publicize the activities of the organization, its programs and goals.
- Coordinate with all city, county, and regional governments and agencies as needed.

EXPERIENCE AND QUALIFICATIONS

Qualified applicants must have a bachelor's degree with a master's degree strongly preferred plus a minimum of 8-10 years of related senior management experience. A successful track record in best business practices in the performing arts field with a high level of leadership and fiscal management skills. Additionally, the following are needed:

- Strong supervisory and management skills and ability to work with a variety of constituencies, including the local arts community, local and regional audiences, a strong group of resident companies, national promoters and presenters, and an active and engaged Board of Directors.
- Exceptionally well-developed organization, financial, project management, planning, public relations, negotiating, and motivational skills.
- In-depth knowledge of results-oriented business acumen, with knowledge of performing arts organizations and facility management.
- Demonstrated success in securing contributed revenue from multiple sources while maximizing earned revenue opportunities.
- Excellent written and oral communications skills, outgoing personality, adept with both prepared and impromptu speeches and interviews.
- Superior skills in problem solving, setting priorities, delegating, coping with pressure and deadlines, and multi-tasking.
- Ability to give direction and guidance, have the self-assuredness and confidence to enforce rules and regulations, but be flexible in order to preserve a positive community brand image and stakeholder satisfaction.
- Working knowledge of all Microsoft office programs, electronic communication tools, Tessitura software capabilities helpful, and theatre technical and operation equipment.

COMPENSATION AND BENEFITS

Competitive salary and benefits, including medical, vacation, sick leave, personal days, parking, holidays, and the pleasures of life in the Santa Barbara region.

APPLICATIONS AND INQUIRIES

Send letter and resume with a summary of demonstrable accomplishments to:

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