THE ORGANIZATION
The Springfield Symphony Orchestra (SSO) creates performances of exceptional artistic quality that educate and entertain audiences of all ages. The SSO performed its first concert in 1944 at its current home, the beautiful and acoustically outstanding 2,611-seat Springfield Symphony Hall. Today, the SSO is the largest professional Massachusetts symphony outside of Boston. It consists of more than 80 musicians from the Northeast region of the United States and Canada, and offers eleven performances in a given season, seven full classical orchestra and four pops concerts. Maestro Kevin Rhodes was appointed as SSO’s sixth Music Director in 2001. Individual works from SSO concerts are rebroadcast over WFCR-FM (NEPR), the area NPR station. The SSO is also the parent organization of two youth orchestras – the Springfield Youth Sinfonia and the Springfield Youth Orchestra. Both of these ensembles offer young musicians a chance to play in a full orchestra, an option not offered in most of the public schools. Under the direction of Chorus Director Nikki Stoia, the Springfield Symphony Chorus is an extraordinary group of local singers that performs in association with SSO for major symphonic/choral collaborations.

The SSO’s Education Connection Youth Concerts are held annually, with Maestro Rhodes welcoming thousands of grade school children to Springfield Symphony Hall for special symphonic performances. The program includes curriculum materials and resources for teachers to incorporate the performance into their classroom experience. In-school ensemble performances can also be scheduled in conjunction with Education Connection Youth Concerts or to supplement a school’s curriculum activities. The SSO is governed by a thirteen member Executive Board with Kristina Drzal Houghton as Chair and John Chandler as President and CEO. The eight-member administrative staff is led by the SSO Executive Director. Community leader Peter Salerno, a long-time member of the Board of Trustees and management consultant, is serving as Interim Executive Director. A 41 member Board of Trustees supports the SSO by volunteering in a variety of capacities and elects the Executive Board from among its members.

For the fiscal year ending May 31, 2013, SSO had total revenues of $1,643,878, including contributions and grants of $473,367, and total expenses of $1,799,003. Source: 2012 IRS Form 990, www.guidestar.org.

COMMUNITY
Springfield, Massachusetts is a town rich with history. Established in 1636, Springfield is located at the crossroads of New England, at the junction of the Westfield and Connecticut Rivers, midway between New York and Boston. Its accessible location contributed to the city’s continued growth and progress.
from its eighteenth-century industrial beginnings to its current stature as the economic center of Western Massachusetts.

The city is Massachusetts' third-largest (population 153,000) and has a proud history of Yankee ingenuity, calling itself "The City of Firsts." Its inventions include the monkey wrench, ice skates, and basketball. Springfield's "firsts" brought prosperity which allowed its citizens to endow impressive museums of art, history and science. The majestic Connecticut River is the centerpiece of the Greater Springfield area and home to a total population of 280,000 in communities that offer a broad spectrum of New England lifestyles, whether urban living in Victorian brick row homes in the city to a simple cabin set beneath the Pioneer Valley's rolling hills. Housing costs in the region are far more affordable than in Eastern Massachusetts. The business community includes high tech manufacturing, insurance, tourism, major health care providers, including a large Tufts University affiliated tertiary care academic hospital, and a variety of retail goods and services. Contributing to the economic well-being of the area are several local colleges and the renowned five college area, which includes the campuses of Amherst, Hampshire, Mount Holyoke and Smith Colleges and the University of Massachusetts, with a student population of over 30,000.

Culturally, Springfield has much to offer. Set around a tree-lined quadrangle, the five world-class museums that comprise the Springfield Museums provide visitors with a wealth of exciting imagery and inspirational artwork, including: the Museum of Fine Arts, the George Walter Vincent Smith Art Museum, the Springfield Science Museum, the Connecticut Valley Historical Museum and the Museum of Springfield History. The quadrangle is also home to the Dr. Seuss Sculpture Garden, honoring the birthplace of Theodor Geisel. In the performing arts, Symphony Hall and City Stage, Springfield's professional, not-for-profit theater company, have joined forces to bring professional theatre to the Pioneer Valley, while the Springfield Symphony presents its season of outstanding musical performances at the Hall. The Greater Springfield area offers a range of dining experiences from extraordinary fine dining to diverse ethnic cuisine. The downtown Club Quarter is home to more than 60 of the hottest restaurants and nightclubs. The nearby college towns of Amherst and Northampton provide additional nightlife options to the north, while Hartford offers even greater cultural opportunities, just thirty minutes to the south.

Greater Springfield is a region of fairs and festivals, capped with The Big E. The Eastern States Exposition is New England's largest fair, attracting one million people each autumn. The Zoo at Forest Park, whose hundreds of acres of greenery are a jewel of the city, is another family-friendly attraction. There are many places to explore in the Pioneer Valley's great outdoors with opportunities year-round for golfing, camping, hiking, biking, fishing, boating, and winter snow sports. During the summer, the Berkshires are less than an hour away with Tanglewood, Jacob’s Pillow, and four resident theater companies offering an exciting variety of cultural programs.

The Commonwealth of Massachusetts’ largest Fortune 100 Company, MassMutual Financial Group, claims Springfield as home along with a number of other corporate headquarters. Medical facilities are second to none, with Baystate Medical Center, Mercy Hospital and Shriners Hospital for Children providing area residents the most advanced medical care, technologies and services available. The Greater Springfield area enjoys an excellent network of interstate highways, giving easy access in every direction. Bradley International Airport, viewed as one of the most convenient and efficient airports in the nation, is located in Connecticut, just 20 minutes south, with direct flights to many major cities. Bus service and Amtrak trains offer additional convenient transportation.

Sources: [www.valleyvisitor.com](http://www.valleyvisitor.com); [www.springfieldvisitor.com](http://www.springfieldvisitor.com); [www.myonlinechamber.com](http://www.myonlinechamber.com)
POSITION SUMMARY
Reporting to the President and working in partnership with the Music Director, the Executive Director will be a vibrant leader who can guide the Springfield Symphony Orchestra to new levels of audience engagement, donor commitment, Board involvement, and financial achievement. Responsibilities include maximizing contributed and earned revenue, providing staff management and mentorship, directing strategic planning, and cultivating community, media, and business relationships. The Executive Director will support the artistic excellence and institutional integrity of the Springfield Symphony Orchestra through positive relationships with all stakeholders, fiscal accountability, and collaborative efforts in and throughout the greater Hampden County region.

DUTIES AND RESPONSIBILITIES
In keeping with leadership of a well-respected, versatile and high quality symphony orchestra, responsibilities of the Executive Director include:

Revenue Enhancement
Identify stakeholders, develop strategies, and define how key messages will be delivered to various individuals and institutions to maximize visibility, brand, and most importantly, contributed and earned revenue opportunities.

- Serve as the chief fundraiser and spokesperson for the organization, provide direction and impetus to the fundraising activities of the Executive Board and staff for all aspects of major gift cultivation and solicitation.
- Lead the organization’s development programs, including its annual operating, endowment, and planned giving efforts, and identify appropriate funding opportunities from individuals, foundations, corporations, and government agencies with the Board of Directors and staff.
- Devise effective marketing efforts that achieve earned income goals from subscription and single ticket sales.
- Design an array of high quality fundraising events in conjunction with the Board, Development Director, and the Staff.

Branding and Institutional Visibility
Lead increased brand awareness of the SSO through promotion of the public image and wide-scale visibility, while clearly articulating its mission, vision, programs, and impact.

- Communicate the accomplishments and artistic mission of the organization to the public and the media through constantly seeking opportunities for public speaking engagements.
- Build new business relationships in the local and regional community.

Operational and Strategic Planning
Collaborate with the Music Director to assure that the Orchestra’s artistic and educational objectives develop in tandem with the organization’s goals for strategic planning, financial stability, and operational excellence.

- Institute short-term operational and long-range strategic planning and implementation processes, including stewardship of the organization’s human, financial, and technological resources.
- Work with internal and external partners to oversee and negotiate contractual matters with the Musicians’ Union, guest artists, vendors, and strategic partners.

Governance
Apply best practices to utilize the talents and resources of the Executive Board and Board of Trustees. Increase engagement and support the Executive Board to ensure fiscal health and effective policy setting, community ambassadorship, and general governance of the organization.
• Orient, educate, and engage Executive Board and Board of Trustee members to maximize their effectiveness.
• Contribute to the Nominating and Appointments Committee in Board prospect identification, cultivation, and recruitment.
• Create processes with Board leadership regarding evaluation, celebration, and succession planning for Executive Board members.

Financial Management
Oversee the fiscal well-being of the organization, and in coordination with the Treasurer and Finance Manager present, monitor, and report annual operating budgets to the Finance Committee and Executive Board, with a view towards long-term financial sustainability.
• Review monthly financial statements and cash flow projections for Executive Board review and approval. Monitor and coordinate with staff to understand and allocate expenditures.
• Negotiate all leases and rentals needed for the full season and educational programs.

Administration
Establish and maintain an environment with appropriate infrastructure that supports orchestra musicians, conductors, guest artists, Executive Board, staff, and volunteers that allows them to do their best work.
• Oversee all aspects of administration including personnel planning to ensure the organization is effectively structured and staffed.
• Provide leadership and motivation, and ensuring that staff has the support and information they need to make sound decisions; evaluate staff performance annually or more often, as needed.
• Implement utilization analysis of staff time spent on varying business areas.

TRAITS AND CHARACTERISTICS
The Executive Director will be a collaborative orchestra professional, who values creating community relationships and building business partnerships. S/he will be an experienced and versatile leader who has achieved extraordinary business results, and has a proven track record in marketing and fundraising. S/he will guide the seasoned SSO staff and bring industry best practices to support their relative business areas. S/he will maintain an optimistic outlook and positive attitude, while maintaining high expectations of responsibility and goal achievement. He/she will demonstrate a unified approach to guiding the organization in support of Springfield Symphony Orchestra’s mission, vision, goals, and artistic leadership.

A highly organized manager who helps the Executive Board set strategies, he/she utilizes systematic and orderly procedures to meet objectives. The individual is highly evolved and mature, understanding that s/he will need to successfully communicate and build rapport with many different stakeholders. The selected candidate will act as a strong and adaptive partner to the Music Director and the Executive Board, effectively managing the investment of time and resources that is required to advance institutional goals, while maintaining a calm, respectful, and professional demeanor at all times.

The selected candidate should also demonstrate the following competencies:

• **Personal Accountability and Self-Management** – Holds themselves and others to a high level of behavior for both professional and personal actions, this includes the ability to effectively and efficiently utilize time and priorities.
• **Customer Focus and Interpersonal Skills** – Maintains focus on listening to, comprehending, and relating to input from internal and external stakeholders, while demonstrating goodwill and acceptance of diverse opinions.

• **Leadership and Teamwork** – Achieves extraordinary business results through effective and productive operations, involving others in decision-making, while taking ultimate responsibility for the final results.

• **Planning & Organizing and Flexibility** – Utilizes logical, systematic and clear plans and procedures to meet objectives, while maintaining the ability to adapt to change when needed.

**QUALIFICATIONS**
The successful candidate will have a minimum 8 years’ experience as a CEO, Development Director, Marketing Director, or similar senior management position in a nonprofit performing arts organization. Qualified applicants will have a Bachelor's degree and, preferably, an advanced degree, with an MBA as preferred. Outstanding written and verbal communication skills are essential, as well as knowledge of nonprofit finance and Microsoft Office. A passion for classical music is necessary.

**COMPENSATION AND BENEFITS**
Generous compensation package commensurate with experience, including an IRA plan with company match, health, life and short-term disability insurance, vacation, holiday, and sick pay, as well as discounted and complimentary tickets to SSO concerts.

**APPLICATION AND INQUIRIES**
Cover letter and resume, electronic submissions preferred, outlining demonstrable accomplishments to:

Pamela A. Pantos, Vice President  
Arts Consulting Group, Inc.  
292 Newbury Street, Suite 315  
Boston, MA 02115-2836

Cell: (617) 335.6920  
Fax: (888) 284.6651  
Email: SSO@ArtsConsulting.com

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*It is the policy of Springfield Symphony Orchestra to provide all persons with equal employment opportunities without regard to race, color, religion, sex, national origin, disability, age, veteran or marital status or any other characteristic protected by federal, state, or local law*