

JOB SPECIFICATION

CHIEF OPERATING
OFFICER



KANSAS CITY
SYMPHONY



CHIEF OPERATING OFFICER 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 **Chief Operating Officer**. As a key leader and member of the Senior Management Team, the COO leads the planning and execution of the organization's most critical activities - our concerts and performances; in service to a patroncentric 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 with 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 Kansas City 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 \$20 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

In the summer of 2021, the Symphony will move into its 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 is being constructed to support 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 an English pub, presenting the Symphony with new opportunities for patron engagement.



MUSIC EDUCATION

The vision of the Symphony's education program is to enable people of all ages in the greater Kansas City area to learn, create, and become inspired through orchestral music. More than 60,000 people participate in Kansas City Symphony education programs annually.

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.

The Symphony has released seven recordings on the Reference Recordings label: "Shakespeare's Tempest"; the Grammy® Award-winning "Britten's Orchestra"; an Elgar/Vaughan Williams project; "Miraculous Metamorphoses"; an all-Saint-Saëns CD featuring the magnificent "Organ" Symphony; the music of contemporary American composer Adam Schoenberg (nominated for two Grammy Awards); and most recently, Holst's The Planets and a pair of KCS commissions by Jonathan Leshnoff. Additional projects have been recorded and slated for future release, including an album featuring one-movement symphonies by Barber, Scriabin, and Sibelius plus an album of Brahms transcriptions.

Highlights of Classical Series performances are broadcast Thursdays at 8 p.m. on Classical KC FM 91.7, Kansas City's new classical music radio station.



JOB DESCRIPTION: CHIEF OPERATING OFFICER

Reports to: Executive Director

The Chief Operating Officer (COO) is responsible for ensuring the successful execution of day-to-day operations 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 COO is tasked with advancing a patroncentric culture throughout the organization and facilitating the daily work of the Marketing, Development, Concert Production, and Orchestra Personnel departments. The COO is responsible for ensuring that each of these departments has the support necessary from one other and integrates well with creative and the orchestra. The COO identifies and clears obstacles from the path of departmental and organizational progress.

The COO is the thought partner and trusted advisor of the Executive Director, and engages with him daily in advancing the work of the organization. In addition, the COO is responsible for ensuring successful KCS performances and other public activities, ensuring compliance with collective bargaining agreements, overseeing the master calendar, and creating a work environment that is conducive to the highest professional and artistic standards.

The COO oversees KCS facilities and manages key artistic relationships, including those with the Kauffman Center for the Performing Arts, the Lyric Opera of Kansas City, the Kansas City Ballet, and the City of Kansas City, Missouri.

The COO oversees the development of revenue-producing performance activities such as pops, specials, fee concerts, and the like.



REPRESENTATIVE DUTIES AND RESPONSIBILITIES

The essential duties and responsibilities of the COO include the following:

STAFF LEADERSHIP

Help foster a patroncentric culture at the KCS by balancing the needs of the marketing, development, and concert production, and orchestra personnel departments, ensuring that individual patron journeys with the organization and the art are optimal for the patron and for the KCS. Ensure that these departments are well supported by each other and coordinated with the creative team. Meet regularly with the vice presidents of marketing, development, and concert production, and orchestra personnel management and lead cross-departmental meetings of these groups as appropriate. 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. Oversee the budgeting process of these departments, working closely with the Chief Financial Officer to ensure optimal planning and stewardship of the organization's financial resources in accordance with adopted budgets. Ensure high-quality, accurate, and complete monthly forecasting.

ORCHESTRA MANAGEMENT

Maintain trust and excellent relations with the orchestra as a whole, as represented by the Musicians' Committee (MC) and Artistic Leadership Committee (ALC). With the VP of Concert Production and Director of Orchestra Personnel, meet regularly with the MC to ensure open lines of communication, anticipate problems, and negotiate solutions, promptly and competently addressing concerns. Ensure that management's rights under the 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.

MUSICIAN MANAGEMENT

Negotiate with musicians on their individual contracts. Support the Music Director on musician performance management, ensuring prompt and open communication of feedback and concerns. Work closely with the Director of Orchestra Personnel on matters of musician leave requests and other such special conditions requiring elevated attention. Ensure individual musicians feel properly supported by management, and that they are performing at their best in accordance with the duties of their positions.

FACILITIES OPERATIONS, EVENTS, FOOD & BEVERAGE

Oversee the KCS Headquarters building. Establish policies and systems for the building's use, and liaise with outside property management services. Design and direct the monetization of the food & beverage capacities of the building in support of patron engagement and KCS events.

REVENUE-PRODUCING ACTIVITIES

Oversee the programming work of the VP of Concert Production in the development of non-classical programming, and define and seek ways to optimally monetize such opportunities.

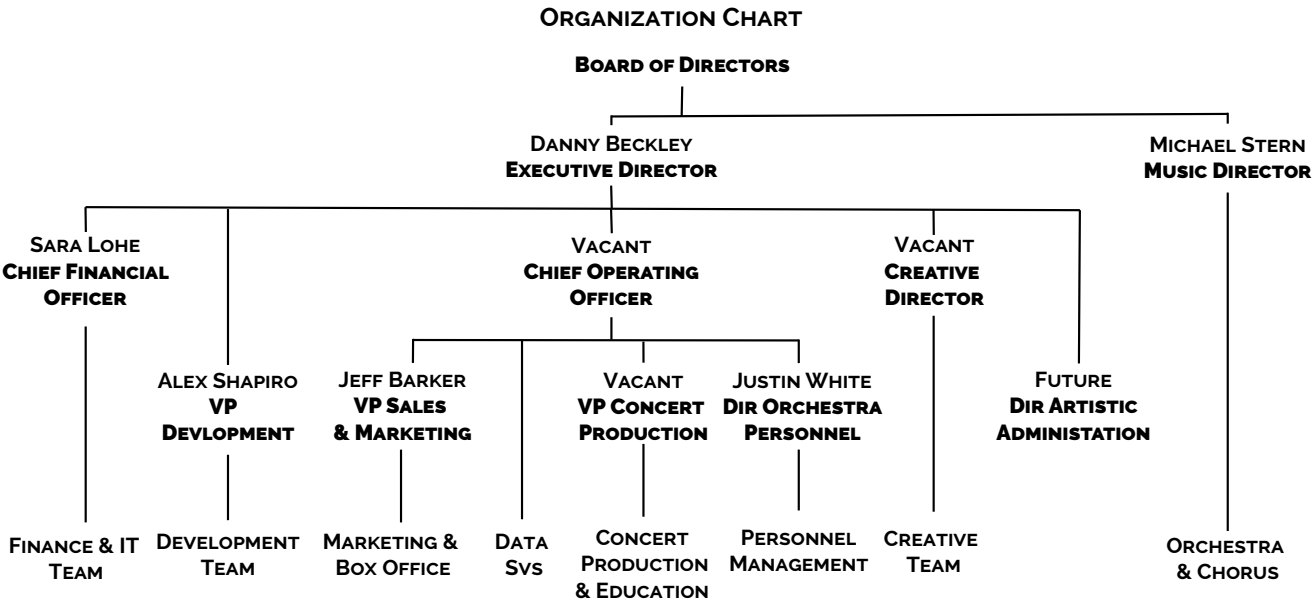


ELECTRONIC MEDIA AND MUSIC LICENSING

Oversee the orchestra’s electronic media activities, and ensure compliance with the CBA and national media agreements. With the VP of Concert Production, negotiate as needed with the Musicians’ Committee and the national AFM. Ensure proper licensing/permissions with publishers, composers, guest artists, and conductors. Project manage recordings with engineers, recording labels, etc., ensuring the final product represents the KCS in the best possible way, in collaboration with the Music Director. Also manage music licensing needs of the organization for performance and media.

WORKING WITH THE EXECUTIVE DIRECTOR

Be in daily communication with the Executive Director, working with him on the development of operating plans in support of institutional strategy. Brief him with regular dashboard reports that effectively synthesize complex and disparate data in an efficient, holistic, accurate, and concise way. Oversee staff execution in accordance with these plans and with the general leadership and input of the Executive Director. Work closely with him on creative planning, problem solving, strategy development, progress tracking, and tactical refinement.



REQUIRED QUALIFICATIONS

- At least 5 years’ experience as the chief executive of a professional symphony orchestra or in a senior operations management position of a major orchestra.
- 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.). Ability to distill complex issues and trends through analysis in ways that empower understanding in the intended audience. Proficiency in Microsoft Excel.
- Experience with labor relations in a collective bargaining environment.
- Knowledge of orchestral music and of the music industry and its trends, particularly regarding the marketability of non-classical guest artists.

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 be able to promptly earn the full trust and confidence of the Executive Director 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, and practiced 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 Danny Beckley at dbeckley@kcsymphony.org.

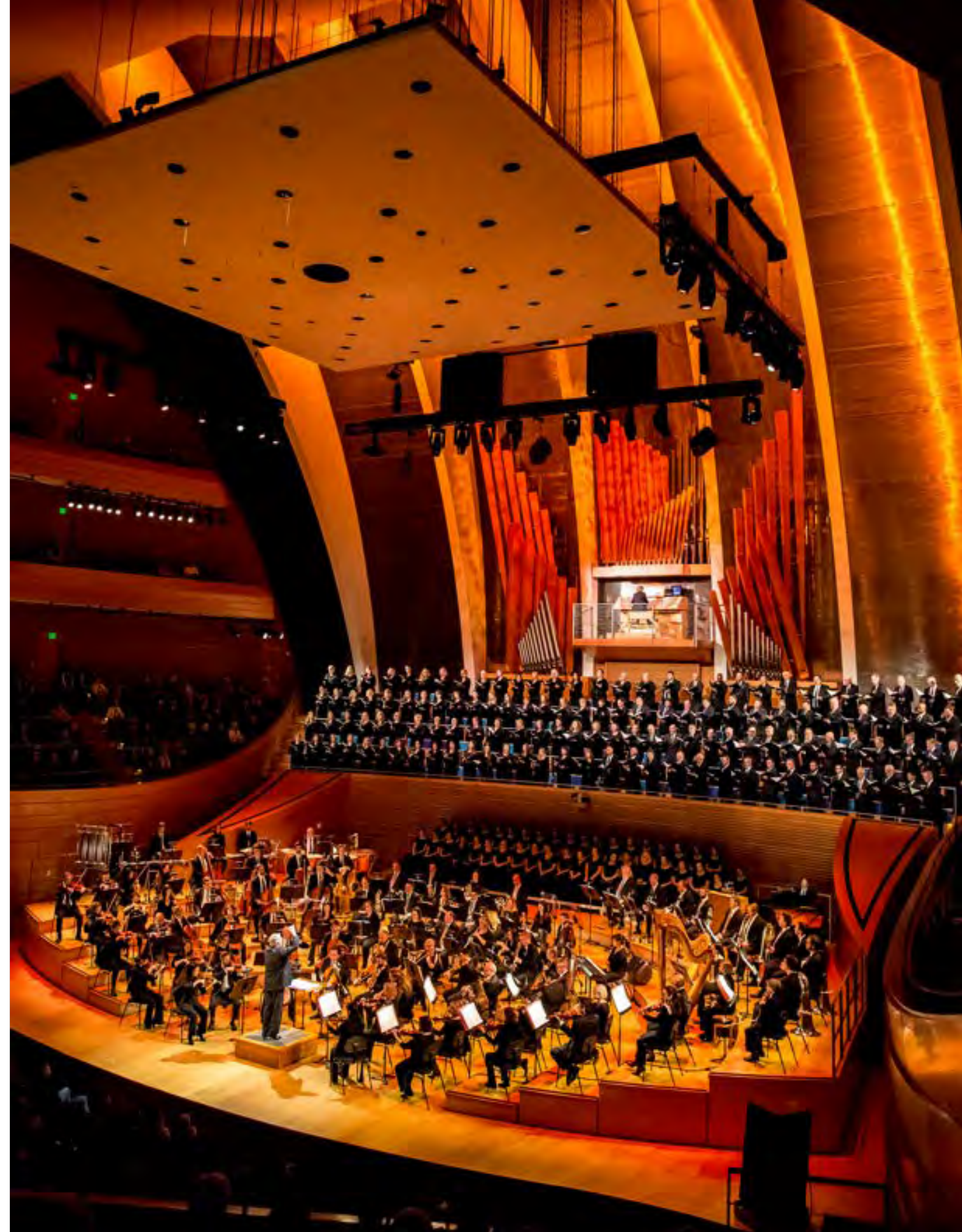
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We have a wonderful relationship among the administration, the board, and the players. Everyone has unanimously agreed to do something exceptional. ...it's a golden moment for the Kansas City Symphony.

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—Michael Stern, Music Director

The Kansas City Symphony is an Equal Opportunity Employer.





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