

Chicago Symphony Orchestra Vice President for Development

The Chicago Symphony Orchestra is seeking an innovative fundraising strategist, relationship builder, and experienced manager to implement an aggressive contributed revenue and endowment growth program for one of America's most celebrated orchestras and orchestral institutions.

Since its founding in 1891, the Chicago Symphony Orchestra (CSO) has been one of the most respected classical music ensembles in the world. Today the CSO is not only considered "world class", but "world standard"; an iconic ensemble comprised of 103 of the finest classical musicians, led by one of the world's most distinguished and experienced conductors, Zell Music Director, Riccardo Muti.

Serving as Chicago's cultural ambassador for over 125 years, as early as its first season with founding Music Director Theodore Thomas in 1892 the CSO has performed outside of Chicago during virtually every concert season, domestically, performing in 43 states and the District of Columbia, and internationally on no less than 60 tours in 29 countries on 5 continents. Upcoming tours include Asia (2019), Europe (2020 and 2021), biennial performances in Carnegie Hall and annual week-long residencies in Florida.

In addition to its 150 live performances annually in Chicago and on tour, the CSO is heard by over 250,000 people every week on over 375 radio stations nation-wide on the WFMT Network. The 2015 video production of Beethoven's Symphony No. 9 by the Chicago Symphony Orchestra and Chorus conducted by Riccardo Muti has been viewed over 11 million times on the CSO's Youtube Channel, by viewers in over 190 countries.

The Chicago Symphony Orchestra Association (CSOA), the parent organization of the Chicago Symphony Orchestra, Chicago Symphony Chorus, Symphony Center Presents Series, Negaunee Music Institute, the Civic Orchestra of Chicago, and the Symphony Center complex, presents over 400 concerts and events annually—including more than 200 ticketed and over 200 admission-free—enriching the lives of millions of people across Chicagoland, Illinois the United States and around the World.

The **Chicago Symphony Orchestra** includes 103 musicians led by Zell Music Director Riccardo Muti, presenting over 150 concerts annually. The **Chicago Symphony Chorus** has 150 professional members performing in 15 - 20 concerts annually with the Chicago Symphony Orchestra. The CSO and the CSS together have won 62 Grammy Awards, more than any other ensemble in the world. **Symphony Center Presents** boasts 40 non-orchestral performances each year, presenting top solo, chamber and ensemble classical, jazz and pop artists. The **Civic Orchestra of Chicago** is comprised of 90 young professional musicians that form this training orchestra that presents 10 orchestral and 20 chamber concerts per season. The **Negaunee Music Institute** features over 200 admission-free education and community engagement concerts and events annually. Finally, **Symphony Center** includes Orchestra Hall, Grainger Ballroom, Buntrock Hall which in addition to hosting CSO events are all made available to community, corporate and private rental clients. Symphony Center also houses the CSOA administrative offices.

The Chicago Symphony Orchestra Association is supported by 130 Volunteer Trustees and Life Trustees, 19 Volunteer Board Members of the Negaunee Music Institute, 517 Governing Members, 12,050 Individual Donors, Corporations, and Foundations, 250 Volunteers of the

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CSOA League, 38 Volunteer Members of the Women's Board, 278 Members of the CSOA Latino Alliance, and 225 Members of the CSOA African-American Network.

The organization is led by an experienced senior executive team, a passionate and committed development team, and an active and engaged Board of Trustees. It employs an administrative staff of approximately 108 including 26 development professionals.

The current annual operating budget is \$75M with 56% of operating revenue coming from philanthropic support; 37% (\$24.2 million) from individual donors and corporate sponsors, and 19% (\$14.5 million) is derived from a 5% draw (calculated on a 12-quarter trailing average) from the Endowment Fund (fund currently valued at over \$300 million).

Central to the CSOA's goals for 2019-2023 is leveraging the assets and current diverse constituencies of the Chicago Symphony Orchestra by using a more aggressive and creative strategy for growth. The Vice President for Development will create programs and giving opportunities that deeply engage both current and new audiences in significantly increasing contributed revenue in support of a strategic plan approved by the Board of Trustees in June 2018. In addition, the chosen leader will plan and implement a \$175 million capital campaign with a focus on securing cash gifts, multi-year pledges and planned gifts.

PRIMARY FUNCTION

The Vice President for Development (VP for Development) is a member of the Senior Executive team and provides the leadership, management and coordination for the CSOA's individual and institutional fundraising efforts, capital and endowment campaign and planned giving fundraising. She or he will drive acquisition and retention for all contributed revenue through both innovative and traditional methods. The VP for Development reports to the President and works closely with the Chair of the Board of Trustees of the Chicago Symphony Orchestra and the Negaunee Music Institute, and the Chair of the Development Committee.

The VP for Development will be a hands-on and deeply involved fundraiser and relationship builder who will lead the department responsible for achieving specific fundraising targets. This is a high-output environment that focuses on results achieved through creative thinking, targeted action and open communication.

The VP for Development will review the current fundraising support infrastructure to ensure that the organization can respond quickly, effectively, creatively and contextually to long-term financial requirements and short-term operating needs. She or he will oversee the delivery of a high-touch stewardship and donor recognition program and will interact regularly with major donors. The VP for Development will represent the CSOA at most social functions and other non-CSOA activities in the community.

He or she will collaborate closely with the Chair of the Development Committee to evolve the fundraising capabilities of the Board of Trustees of the Chicago Symphony Orchestra Association as well as the Negaunee Music Institute, and will work closely with individual Board members to secure contributed revenue.

Additionally, the VP for Development will execute the following responsibilities on an ongoing basis:

- In collaboration with the President, develop a fundraising plan that includes donor segmentation, objectives annual, endowment, capital and planned giving fundraising and success metrics, identification of staff and trustees who will be actively involved in

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fundraising and definition of roles, targets and fundraising goals;

- Collaborate with the President and the CFO in the preparation of annual operating plans and budgets, incorporating fundraising projections into the budget of the organization;
- Manage and personally engage in solicitation and stewardship activities in collaboration with the President, Music Director, Development Committee Chair, other staff, and members of the Board.
- Retain, recruit, and inspire a team of development professionals with appropriate balance of skills and experiences; establish work plans, performance objectives and goals, and regularly review performance; provide professional development and training opportunities to cultivate staff skills and professionalism;
- Grow annual fund revenue by approximately \$5 million in five years; grow the corpus of the Endowment Fund over a 10 year period from \$300 million to \$500 million; increase the number of Theodore Thomas Society members (planned giving society) from 328 to 500 in five years;
- Significantly grow revenues from special events like the Symphony Ball and Corporate Night; leverage the opportunity of the Centennial Seasons of the Civic Orchestra of Chicago and the School and Family Concerts to increase special event revenue
- Plan and implement a \$175 million capital campaign with a focus on securing cash gifts, multi-year pledges and planned gifts;
- Implement a more systematic approach to prospecting, donor cultivation and patron engagement;
- Develop robust contributed revenue forecasting system;
- In partnership with the Vice President for Sales and Marketing, ensure the Development and Marketing Departments share data on subscribers and donors, and work collaboratively to optimize and maximize total revenue for the CSOA;
- With the Chair of the Board Nominating and Governance Committee and the President, identify potential and diverse Trustee candidates who can help the Board reach its fundraising objectives;

For the first six months, the VP for Development's immediate priorities are to:

- Thoroughly understand the Chicago Symphony Orchestra Association – its history, culture, traditions, programs, personalities, constituencies and governance structure; understand its base of financial support and the short and long-term funding requirements of all segments of the organization;
- Develop strong relationships with, and secure the trust and confidence of, the President, Music Director, the Chair of the Board of Trustees, the Chair of the Development and Campaign Committees, President of the Negaunee Music Institute, Senior Executive team and development staff, key funders, trustees, influencers, and others critical to individual and institutional fundraising efforts;
- Immediately assess the "state of play" of in-process fundraising efforts and provide support for those efforts as needed; assume a hands-on leadership role in the identification, cultivation and solicitation of major gifts.

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IDEAL EXPERIENCE AND QUALIFICATIONS

- Substantial fundraising experience with a sizable, high-performing institution that includes capital, endowment, annual fund, event and membership elements; successful experience raising principal or major gifts from individuals and institutional sources with an arts organization that has a reputation for strategic thinking, operational excellence, aggressive action and rapid growth;
- An exceptional communicator, both in writing and orally; an extrovert who gets energy from connecting with individuals, aligning the case for support and creating opportunities for engagement; one with social grace, honesty and integrity who can build enthusiasm for the CSOA;
- Demonstrated skills in motivating, directing and managing staff and consultants, and in coordinating and supporting the fundraising activities of others; a good listener and strategist; comfortable receiving input from many sources, and able to analyze and formulate disparate information into a sound, well-organized plan;
- Broad-based knowledge of various development activities including: web, social media, direct mail, membership, proposal and grant development, planned giving, capital campaigns, event planning and management, direct solicitations, leveraging fundraising databases and support systems for donor segmentation, research and volunteer management;
- Experience in structuring sponsorships; demonstrated success with establishing stewardship and donor recognition programs that sustain long-term relationships;
- An understanding of fundraising systems and how data can be used to manage the fundraising process, enhance donor cultivation and drive fundraising priorities;
- Emotionally mature with a very good sense of humor and the flexibility and sensitivity to work with diverse personalities and situations in a high-energy environment including evenings, weekends and on tour.

For further information, please contact:

Lee Kappelman
(202)803-6674 or leek@moppenheim.com

Mark Oppenheim
(415) 762-2640 or marko@moppenheim.com

m/Oppenheim Associates

425 Market Street, Suite 1020
San Francisco, CA 94105