

SAN FRANCISCO BALLET

Executive Director

The Board of Trustees seeks an arts management entrepreneur to leverage San Francisco's creative and financial resources to:

- ***deliver the world's very best environment for artists to produce and present classical ballet, and for audiences to experience the art of classical ballet;***
- ***drive increased audience engagement along a broad front, with particular emphasis on young, diverse audiences whose active embrace is critical to the future vitality of classical ballet as an art form;***
- ***implement an aggressive data-driven contributed and earned revenue program for America's leading professional ballet company.***

San Francisco Ballet was founded in 1933 as the first professional ballet company in the United States, and is one of the world's leading classical ballet organizations. Boasting a lively, diverse and artistically vital ensemble, the Ballet has enjoyed a long and rich tradition of artistic "firsts" since its founding. The company performed the first American productions of *Swan Lake* and *Nutcracker*, the first 20th-century American production of *Coppélia*, and in 2017, the North American premiere of *Frankenstein*, a co-production with London's Royal Ballet.

Under the direction of [Artistic Director & Principal Choreographer Helgi Tomasson](#) since 1985, the Company has achieved an international reputation by commissioning ground-breaking new works by many of today's most sought-after choreographers, helping young talent to evolve and mature, acquiring existing works by master choreographers, and introducing new interpretations of classic full-length productions. Tomasson has created a sophisticated, diverse and expansive repertory rooted in classical ballet, and in the process he has shaped a Company that delivers [powerful dance performance](#) that engages audiences of all ages and backgrounds. In addition to world-class dance productions, the Ballet operates the [San Francisco Ballet School](#), one of the world's finest (and this nation's oldest) professional ballet school. The Ballet also delivers rich educational [programs for schools and community](#) members.

The Executive Director leads an experienced senior executive team, and manages about 80 staff that include 36 marketing, communications and development professionals. The current annual operating budget is about \$55m, with an annual revenue mix of about 50% earned, 40% contributed and 10% endowment. The current value of the Ballet's endowment is approximately \$126m. The [Board of Trustees](#) plays an active oversight and fundraising role.

Central to the Executive Director's goals for 2019-2023 is to systematically increase all forms of earned and contributed revenue produced by each of the Ballet's donor and audience cohorts, with an eye toward long-term sustainable funding of the art and artists. Leveraging the assets and current constituencies of the Ballet, technology, big-data analytics, and non-traditional channels of communication favored by new audiences and younger patrons of dance, the Executive Director will advance programs that deeply engage both current and new audiences in ways that also significantly increase revenue available to support the Company, its tours and San Francisco Ballet's operations.

Success will be defined in terms of year-over-year improvement, and each year the artistic and business teams will reach beyond the accomplishments of the previous year. San Francisco Ballet is on the move, with an artistic ambition matched to the creativity of San Francisco itself.

San Francisco Ballet – Executive Director

BASIC FUNCTION

Reporting to the Board of Trustees through the Chair of the Board and Executive Committee, the Executive Director is responsible for the organization's earned and contributed revenue, overall financial strength, engagement with a diverse audience of all ages and backgrounds, operating infrastructure, contract compliance, information technology, human resources and all business management functions of a classical ballet company.

Of paramount importance is the relationship among the Executive Director and the Business Team, the Artistic Director and the Artistic Team, and the Board Chair and the Governance Team.

The Executive Director has a special responsibility to bind together the organization as an operationally coherent, effective and ambitious world leader of classical ballet. Just as the Artistic Director is responsible for the vitality and quality of performances experienced by San Francisco Ballet's audience, the Executive Director must provide the Artistic Director and the Company with a financially strong, uniquely supportive environment for their art.

With this in mind, the Executive Director will be a hands-on and deeply involved fundraiser, audience engager, innovator, leader and business manager. She or he will partner with the Artistic Director, and will cultivate an ambitious, high-output environment focused on results achieved through targeted action and staff teamwork.

IMMEDIATE PRIORITIES

The Executive Director's immediate priorities will be to:

- Understand all facets of San Francisco Ballet, the Artistic Director's vision, and the Board's priorities, including: the organization's history, culture, art and artists, audiences, school and students, staff, finances and revenue streams, performances and programming schedule, education and public programs, infrastructure, operations, marketing, diverse regional, national and international constituencies, etc.;
- Build a dynamic partnership with the Artistic Director, the Board Chair and Board Members, and with the staff; advance a shared vision that positions San Francisco Ballet as the world's leading classical ballet company; manage the day-to-day business affairs of the San Francisco Ballet, including cash flow and expense management, with the intent of accelerating financial, audience and artistic growth;
- Serve as the organization's chief fundraiser and marketer responsible for dramatically increasing earned and contributed revenue; work closely with the staff, Board, and advisors to diversify revenue streams and increase the endowment;
- Work with the staff to understand their contributions, strengths, and concerns; instill a strong sense of partnership and cohesion across the organization; use open channels of communication to reinforce a culture of excellence toward achieving the highest standards of performing arts practice;
- Work with the Board to update and implement long-range strategic plans, in the process integrating the organization's shared values of diversity, equity and inclusion into all artistic, business and governance aspects of the Ballet; identify and suggest new Board members whose talents, interests, and commitment will help to further the Ballet's mission and will help to expand funding opportunities;

San Francisco Ballet – Executive Director

IDEAL EXPERIENCE AND QUALIFICATIONS

The ideal candidate has the following experience and qualifications:

- A management professional with strong staff or board-level experience in the performing arts, ticketed experiences, and in organizations known for innovative programming; sector knowledge in the classical arts, dance, classical ballet or arts education would be a distinct advantage; an international perspective would be useful;
- The ability to work successfully with individual, institutional and business donors to maximize contributed revenue; measurable and successful results in maximizing ticket sales revenue and in identifying, cultivating, and developing other sources of earned income; experience engaging all artistic, staff, Board, audience and education constituents to maximize all forms of earned and contributed revenue;
- Strong understanding of audience development approaches, with a track-record of reshaping the audience mix to be younger and more diverse while maintaining traditional audiences; demonstrated understanding of the relationship between having diversity within an organization’s staff, artistic and governance ranks, and the ability of an arts organization to engage new generations and more diverse audiences;
- A detailed understanding of financial and operations management; the ability to analyze financial reports and develop/monitor realistic budgets and programs; a metrics-driven approach that is ambitious, focused on expansion and accountability, and provides for the balanced risk-taking that keeps arts organizations vital and sustainable;
- Experience working with artists, eg: artistic directors, choreographers, dancers, musicians, orchestras, conductors, educators, and others; demonstrated ability to forge mutually respectful and effective relationships with a diverse group of personalities to deliver exceptional performing arts experiences to the public;
- Outstanding oral and written communication skills, including the means to address issues in non-confrontational and non-polarizing ways, but nevertheless with determination; a track record as an effective advocate for his or her organization;
- A leader adept at planning, prioritizing, organizing, and following through; a hard worker with a high energy level who welcomes accountability; a good listener and strategist; comfortable receiving input from many sources;
- Someone who imparts trust, integrity, and solidity and guides others in a similar vein; an ability to disagree without being disagreeable; a team player and team builder; someone who enjoys working in close collaboration with staff, Board, and community members and who is able to connect with a broad spectrum of constituents; a person with a sense of humor and perspective.

For more information please contact:

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