

MANAGEMENT CONSULTANTS FOR THE ARTS, INC

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Job Profile President and CEO Brevard Music Center Brevard, North Carolina

Background

This summer institute and festival is among America's top training institutions for young musicians. Located in the bucolic setting of the mountains of western North Carolina, it will celebrate its 75th anniversary in 2011. Its outstanding faculty of 65 members and its top ranked students (400 out of an applicant pool of some 2,000 throughout the United States and twelve foreign countries) spend seven weeks together each summer in a total immersion experience. Faculty and students learn together, make music together, and even take meals together; there is a palpable sense of community throughout the summer. The standards of excellence are clear. The shared passion for music is compelling.

The 180 acre campus is itself a place of beauty and affords multiple opportunities for both planned and unscheduled encounters and inspiration. For many students, these summer experiences have been transformational. For the faculty, many of whom return to teach again and again, it is a special place in which mentoring occurs in a warm, informal, collegial, and richly supportive environment.

The mission of the Center is the institution's clarion call: "The Brevard Music Center, a summer institute and festival, teaches gifted young musicians to prepare and perform great musical works at a high artistic level." Brevard is predominantly an educational institution even though, by the very nature of successful music training, public performance is closely intertwined with study. Therefore, a seven-week festival with more than 80 concerts by major guest artists, faculty and students runs throughout the summer season. Audiences of all ages are brought to the Center. The talented musicians on campus travel out as well, to share their love for music.

Mr. John Candler has been the Center's CEO and President since 1993. Under his guidance, the annual operating budget has nearly tripled to \$3.8 million, the endowment has grown to \$14.5 million, and the grounds and buildings have continued to be enhanced. Even more importantly, the quality of faculty and students has continued to rise. Significantly, the institution has maintained its commitment to have no annual operating deficits; indeed, there have been none for 31 consecutive years, a major achievement within the cultural community, particularly in today's challenging environment.

In 2007, Mr. Keith Lockhart became Artistic Advisor to the Center. In 2009, he was designated Artistic Director, reflecting his strong commitment and highly successful artistic leadership. He also continues to hold the post of Conductor of the Boston Pops Orchestra. The values and history of the Brevard are embedded in an artistic leader who experienced the Music Center as a student and has had family living in the region for many years.

There is in leadership, financial condition, core values, and its history of high standards of achievement, a very strong platform upon which new leadership can develop the organization even further. There are a number of goals:

- The Center has significantly improved its artistic and educational standing in the last several years, and now turns its attention to strengthening operations. The new President will have the opportunity to enhance operational excellence in financial, marketing, fundraising, customer service, human resource management, and all administrative functions.
- Like all non-profits in the current financial environment, the Center needs to raise more money to fund its programs and the future development of the campus. Success in this area will allow the new President to make a significant and lasting difference upon the life and impact of this institution.
- Closely related to this effort will be the President's strategic leadership of the national marketing, visibility, and positioning of the Center so that the wider music community and potential top students increasingly perceive Brevard as among the very best summer training programs in the country.
- There is also the challenge to attract more and more audiences to the glory of classical music, as well as to increase the age diversity of those audiences.
- A new campus master plan has recently been created and approved. As funds are raised, the new President will help to guide the implementation and realization of building and grounds initiatives within the framework of the current overall strategic plan

All of these goals, and others deemed important by the new President, are not necessarily about growth in size of the student body, which the artistic and faculty team wish to keep at about 400. Nor does it imply or require an expansion of the campus. Moreover, while the new President might suggest a change here or in other aspects of the institution, there is no present thinking to offer its program beyond the 7 weeks. In sum, the focus of the new President, the Board, the staff, and faculty--at least initially under new leadership--will be upon deepening quality and continuing to have a real impact on the lives of young high-level musicians.

The Board of Trustees is composed of 24 members as well as 7 trustees emeriti. The full time permanent staff numbers 17 but expands by about 50 support staff in the summer. There is an extraordinarily active group of 350 volunteers (Brevard Music Center Association) who provide the equivalent of over \$1 million of contributed time and also raise substantial funds annually for the Center.

More information can be found on the Center's website: www.brevardmusic.org

The Brevard Community and Region

Brevard is located in the mountains of Western North Carolina and features the very best the area has to offer, from a relaxed, rural atmosphere to the conveniences of a modern city. Its pleasant, unhurried small-town environment is rich in natural beauty, cultural heritage, and social amenities. Brevard's close proximity and easy access to major metropolitan areas like Asheville, Charlotte, Greenville and Atlanta makes it an ideal place to live.

The region is a nature lover's paradise and is often called "The Land of the Waterfalls," a name derived from the county's more than 260 waterfalls. State and National forests cover more than one-third of Transylvania County, providing opportunities for hiking, backpacking, camping, and rock climbing. The French Broad and Davidson Rivers are popular for fishing, kayaking, canoeing and tubing. It's this combination of natural scenic beauty, urban convenience, and the cultural arts that make Brevard such a unique and attractive place to live.

Position and Responsibilities

Reporting Relationships

The President reports to the Board of Trustees through its Chairman and Executive Committee to develop and then execute broad policies set by the Board. The Artistic Director technically reports to the President, although in actual practice, the President and the Artistic Director enjoy a collaborative peer relationship as they each work to guide the institution through jointly developed values and objectives.

Key Roles and Responsibilities

The mandate for the President is to strengthen the institution's capacity to insure its place within the very top rank of music training programs, through working in harmony with the artistic team, faculty, trustees, and administrative staff. The President will be expected to "model the way" in terms of living the core values regarding a very supportive and open community, commitment to the well being of young people, sustaining high standards of excellence, and nurturing a place in which learning is constant. Specific roles and responsibilities include the following:

- Guide overall institutional strategic planning and visioning, strengthening the position of the institution so that it becomes even more deeply and widely known within the music community for its excellence and impact
- Assure all that is best and strong about the Brevard Music Center and its culture is protected and even enhanced
- Support the Artistic Advisor and his team to continue building a compelling educational curriculum, including performances, that will attract both students and audiences

- Work to sustain a rigorous and successful fundraising infrastructure; provide leadership to substantially augment the annual fund efforts and, quite likely, to launch a major endowment and capital campaign
- Help to design and then guide the deployment of strengthened institutional positioning, along with all of the organization's other tangible and less tangible assets, to assure the Center continues to attract the very best faculty and students
- Provide leadership for the budgeting process and for broad oversight of revenue and expense to continue the institution's record of successful fiscal performance
- Work collaboratively with the Board of Trustees to engage and inform its members in ways that facilitate their providing the wisdom and the resources necessary to strengthen the Center
- Guide and strengthen the professional staff's work toward the chosen institutional objectives through sustaining an environment in which they are able to do their best work
- Be an active citizen in the region in a manner that further deepens the institution's connections with its area communities

Qualifications

The chosen candidate will be a visionary leader who has a demonstrated record of distinctive professional leadership and accomplishments, including considerable organizational capabilities and knowledge drawn from past contact with leadership roles in the arts and/or education; who will be deemed likely to establish a strong working collaboration with the Artistic Director, Keith Lockhart; and who can guide the multiple constituencies of the Center to reach institutional objectives.

Specifically, candidates' expertise should include:

- Outstanding business and organizational leadership, with significant nonprofit experience desired; and an emphasis on leadership's role in visioning, strategic planning, fundraising, and making the most compelling case for an institution
- A track record in raising significant funds either as a paid professional or as a trustee, and the knowledge to build the necessary infrastructure to grow annual and campaign funds across multiple constituencies and targets
- Prior accomplishment in communicating an organization's vision to varied constituencies in ways that have motivated others to commit funds, time, or other forms of support
- Clear competence in developing and guiding an administrative staff of at least 10 to 15 members in a way that is consistent with the supportive and collegial culture of the Center
- Demonstrated ability to value balanced budgets and a record of success in achieving same
- A rich history either serving on, or reporting to, governing boards

- A record which reflects well-honed communication skills and a talent for diplomacy, as well as for building collaborative working relationships
- Minimally, a Bachelors Degree, with appropriate graduate education desirable, as is relevant professional development training
- While always difficult to judge, a career to date that gives confidence of a likely long run as leader of this important institution
- Previous summer festival experience would be desirable

The candidate should also have the following qualities:

- At the very least, a strong interest in, and the potential to develop a passion for, classical music
- A powerful belief in the importance of serving young people
- A personal appreciation and knowledge of the power of technology for communications and efficiencies
- The desire to take great pleasure in living in this particular region of the country and in an organization that has an incredibly intense 7 weeks alongside 45 other weeks of a much different pace
- The characteristics of fairness, accessibility, generosity, and even temperedness, along with a strong sense of self

Compensation

Compensation will include salary and benefits that will be in keeping with a leadership position within one of the top institutions in its field.

Start Date

Mr. Candler has offered to remain in his post until his successor begins work. There would then be an appropriate working transition period. The Search Committee hopes to make its decision by the spring of 2010, with a start date as soon as possible thereafter. Regardless of the formal start date, it would be particularly valuable for the newly chosen President to be part of the summer 2010 cycle.

Procedure for Application

Interested and qualified candidates, and recommendations of same, are encouraged to contact the consulting firm retained to conduct the search:

Management Consultants for the Arts, Inc
400 Main Street
Stamford, CT 06901
ATTN: Len Alexander and Gregory Kandel
E-mail (PREFERRED): mgtconarts2@aol.com
Tel: 203-353-0722 Fax: 203-353-0893

The search will remain open until the position is filled.

As a matter of policy, the Brevard Music Center does not discriminate on the basis of race, color, religion, national origin, gender, sexual orientation, age or individual handicap in the recruitment and admission of students, the recruitment and employment of its faculty and staff, or the operation of any of its programs and activities.