



POSITION SPECIFICATION

PRESIDENT AND CEO

Gaillard Management Corporation
Charleston, SC



PRESIDENT AND CEO

REPORTING TO: Board of Directors

DIRECT REPORTS: CFO & Vice President of Operations; Vice President of Marketing & Sales; Director of Entertainment and Programming; Director of Education

LOCATION: Charleston, SC

COMPANY DESCRIPTION

GAILLARD MANAGEMENT CORPORATION

www.gaillardcenter.org

The Charleston Gaillard Center (pronounced “Gill-YARD”), an 1800-seat performing arts hall and 15,000 square-foot venue space, is an elegantly designed complex, opened in 2015, owned by the City of Charleston and managed by the Gaillard Management Corporation (“GMC”), a private nonprofit corporation. The Gaillard is the home of the Charleston Symphony Orchestra and is a significant performance space for the world-renowned Spoleto Festival USA. The Gaillard also offers its own performing arts program throughout the year and is the major provider of children’s performing arts education, reaching over 20,000 students annually.

A complete redesign of a former municipal, city-owned auditorium, its manifestation is the result a public-private partnership. Built on city-owned property, the city provided half of the approximately \$150 million construction cost, the other half raised by the newly formed Gaillard Performance Hall Foundation (the “Foundation”). At the completion of construction, the GMC, an independent, private nonprofit corporation was created to manage and program the facilities. The GMC currently operates with a \$6.5 million operating budget, of which approximately 66% is met through earned revenue, and is governed by a 24-member Board of Directors. In addition to providing a significant annual operating grant, the City of Charleston provides operating support services and some capital replacement funding, and the Foundation continues to contribute funding for educational programming. The complex also houses some City of Charleston offices.

The City:

The Charleston MSA population (now over 800,000 residents) is growing almost twice as fast as the rest of South Carolina; over 45% of the population is 34 years-old or younger and about 25% is African American. As more people become part of this community, the region continues to grow its capacity to innovate, engage, and entertain. The city maintains much of its heritage and cultural identity but has evolved dramatically from a historical town and quiet vacation destination to a diverse and contemporary, burgeoning urban metropolis. Charleston has demonstrated an appetite for new, cutting-edge works, as evidenced by the thriving nature of Spoleto Festival USA. The community has also demonstrated a strong pride and allegiance to local artists and talent, as evidenced by the fervent support of the Charleston Symphony Orchestra. There is a robust live entertainment ecosystem, as the North Charleston Coliseum & Performing Arts Center, the College of Charleston Sottile Theater, the Charleston Music Hall, the Dock Street Theater, the Festival Hall, and others all present performing arts. The Gibbes Museum of Art, the South Carolina Aquarium, and the new International African American Museum are other notable cultural organizations in Charleston.

SCOPE AND RESPONSIBILITIES

The current President and CEO will retire in June 2021 after providing five years of outstanding service. The new President and CEO will inherit an organization that, while still in its infancy, is financially stable, receives strong support from the City of Charleston, is the home of two renowned resident companies, and has the potential for additional complementary performances. The President and CEO will be tasked with visioning the future of the Gaillard and guiding it into its next phase of institutional growth and performance excellence. He or she will partner with the board in shaping a variety of long-range strategic plan options, and further developing the brand, identity, and role of the organization in the local community and the regional performing arts market.

Primary responsibilities:

Strategic Leadership

- Working with the board, create an envisioned future for the organization and implement plans to realize that vision;
- Become the public representative of the Gaillard among audiences, donors, the city council, the arts and cultural community, other local and regional arts organizations, the chamber of commerce, and representatives of the tourism industry;
- Deepen and broaden DEIA initiatives and proactively work with stakeholders to ensure the Gaillard is a diverse, equitable, inclusive, and accessible resource in the community;
- Drive greater synergies among the various organizational components, building toward an operating model that optimizes outcomes, clarifies brand and identity, and ensures future sustainability of the Gaillard;
- Bringing modern arts management skills to the organization, strategically refine the operations of the Gaillard and build on its many strengths and assets to ensure its prominent and relevant position in the Charleston arts ecosystem.

Artistic Programming

- Ensure that the Gaillard's presentations are exciting, engaging, relevant to, and stretching the imagination of, its audiences;
- Continuously strengthen the Gaillard's already excellent arts education programs;
- Engage the greater Charleston community to promote and support local artistic talent;
- Optimize and nourish beneficial business relationships with the multiple vendors, including touring Broadway, agents, artists, and contractors;
- Represent the Gaillard at APAP, ISPA, the IPN, and the multiple industry and community groups with which it interacts;
- Enthusiastically communicate the unique contributions made by the Gaillard to the performing arts world, to the community, and to education and arts leaders in Charleston and nationally.

Revenue Generation

- Partner closely with the Foundation in developing a robust fundraising infrastructure in alignment with the institution's vision and goals;
- With the support of the GMC and Foundation boards, lead the Gaillard's fundraising activities by identifying, cultivating, and soliciting gifts from individuals, foundations, and corporations;

- Maximize the rental and ancillary income from the exhibition hall, while balancing the revenue potential of the performance hall against the artistic vision and purpose of the organization;
- Proactively identify and develop additional revenue sources in alignment with the institution’s vision and goals.

Administrative Management

- Manage and strengthen the operating agreement with the City, ensure the optimal use and safety of the building and manage the lease arrangements with the City of Charleston;
- Standardize and establish organization-wide policies, procedures, operation, and communication protocols that promote the organization’s purpose, core values, vision, and culture;
- Lead a highly functional executive leadership team; direct, evaluate, enable, and inspire a group of arts professionals to help achieve the purpose of the organization;
- Forecast and manage operating and capital activity against budget; evaluate business performance by analyzing and interpreting data and key performance indicators;
- Work closely with the Board, providing support to facilitate its policies;
- Support the leaders of the resident arts companies and maintain the positive working relationship between the Gaillard and those groups;
- Nurture and grow a productive, mutually beneficial relationship with the City Council and Mayor’s office.

QUALIFICATIONS / REQUIREMENTS

The President and CEO will be a visionary, entrepreneurial leader – a performing arts executive who is able to think creatively and strategically, build consensus amongst the board and various stakeholders, and deliver on short- and long-term initiatives. He or she must be politically savvy, an expert relationship-builder with a keen sense for how public-private partnerships operate successfully. He or she must have a high level of business acumen – maximizing earned income, managing budgets, and executing strategies to ensure the sustainable, long-term success of the enterprise. He or she must be a skilled manager, able to evaluate and motivate teams to perform to their highest potential. He or she must also be committed to fundraising, dedicating the necessary resources toward building a robust infrastructure and comfortably building relationships and soliciting gifts from various sources. Ambition, vision, and excellent business skills and entrepreneurial drive combined with a deep respect for the arts and non-profit culture, are essential characteristics of the successful President and CEO.

The ideal candidate will have:

- Leadership ability and behaviors demonstrated by self-awareness, empathy, the ability to analyze complex management situations, and the ability to lead, influence, and reach consensus on a range of topics among multiple constituents;
- Experience working in a presenting or performing arts organization with a proven ability to design and control a sustainable financial model and continually improve the bottom line through increased income generation and careful expense control;
- An advanced understanding of and demonstrated commitment to Diversity, Equity, Inclusion, and Access;
- Experience developing and implementing strategic plans for arts organizations;
- The ability and desire to engage major donors, corporate supporters, individual donors, and governmental leaders in supporting the Gaillard enterprise;

- Proven ability to manage, mentor, and motivate a professional staff;
- An analytical approach to business development, with the ability to gather and synthesize data and to make calculated business investment decisions based on the data;
- A demonstrated sense of marketing, with experience increasing earned income from ticket sales, licensing, facility rentals, and creating new opportunities for earned income;
- Exceptional and effective communication skills, verbal and written, and the ability to publicly communicate to a variety of audiences.

The ideal candidate will have gained and demonstrated the above skills and experiences through:

- Career path of increasing responsibility as CEO of a presenting or performing arts organization; or
- Ten years of increasing responsibility at the C-suite level in a major performing arts organization that relies on a combination of earned and contributed income; or
- Ten or more years' experience in the commercial live entertainment sector, with a demonstrated understanding for the important role of arts and culture in a thriving city.

PERSONAL / PROFESSIONAL ATTRIBUTES

- Unwavering personal integrity
- Diplomatic acuity and high emotional intelligence
- An aspirational visionary with demonstrated strategic execution
- Self-motivated with relentless enthusiasm and high energy
- An entrepreneurial approach and sense of urgency coupled with a calm demeanor
- Inspirational leadership style
- Passionate about the performing arts and the Charleston community with a personal alignment with the Gaillard purpose and core values

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