



VICE PRESIDENT OF MARKETING AND COMMUNICATIONS

PACIFIC SYMPHONY

Irvine, California



The Aspen Leadership Group is proud to partner with Pacific Symphony in the search for a Vice President of Marketing and Communications.

The Vice President of Marketing and Communications will be an exceptional leader and communicator who demonstrates creativity, curiosity, and optimism, and inspires fellow team members to achieve common goals and exceed expectations. The Vice President will deepen relations with audiences and community members through best-in-class sales, marketing, and engagement strategies designed to drive audience development and exceed the Symphony's overall earned revenue goals. These institutional goals will maximize total household participation and revenue through coordinated communication, recognition, and patron engagement tactics. The Vice President will support all branding, communications, and public relations needs for the organization, and in partnership with senior leadership, the Vice President will implement strategies to expand total patron revenue by supporting philanthropic messaging, loyalty initiatives, direct mail, and digital campaigns.

Founded in 1978, Pacific Symphony enriches the human spirit through superior performances of classical and symphonic music. Pacific Symphony is located in Orange County; California's second most populous county, which boasts a rich arts tradition strongly supported by an engaged public. The region is a tourism magnet, home of Disneyland, as well as a major financial and business hub.

Pacific Symphony is a highly dynamic and innovative organization, led artistically by Music Director Carl St.Clair and operationally by President John Forsythe. The Symphony has been designated as a Tier One Orchestra by the League of American Orchestras, joining the ranks of prestigious orchestras such as the LA Phil, Chicago Symphony, and New York Philharmonic.

In most years, Pacific Symphony presents more than 100 concerts annually and serves 250,000 community members. The Symphony is nationally and internationally recognized for performance excellence, strong community engagement through education and other programming, and for commissioned new works by contemporary composers. Pacific Symphony twice received prestigious ASCAP Awards for Adventurous Programming and was showcased in the League of American Orchestras' nationally released publication entitled *Fearless Journeys*. Pacific Symphony's Class Act elementary school education program has been honored by the National Endowment for the Arts and the League of American Orchestras for its exemplary orchestra education.

Resident for much of the year at the renowned Renée and Henry Segerstrom Concert Hall, the Symphony also presents a summer outdoor series at Pacific Amphitheater. Music Director Carl St.Clair is celebrating his 33rd season with Pacific Symphony.

EDUCATION AND COMMUNITY ENGAGEMENT PROGRAMS

Pacific Symphony improves the quality of life in Orange County by providing people of all ages and circumstances with lifelong musical experiences and opportunities to participate in the creative process. Over 50,000 community members from more than 300 organizations throughout Southern California benefit from these programs each year.

Arts-X-press, Frieda Belinfante Class Act, Pacific Symphony Youth Ensembles, Santa Ana, Strings, and School Residencies infuse a love and appreciation for music in students and give them greater access to instrumental instruction. Studies increasingly show that creating, performing, and responding to music improves students' success in school, work, and life. In addition, playing in an orchestra fosters discipline and teamwork as well as individual skill and expression—an experience that every young person deserves. Family Musical Mornings and Youth Concerts unlock children's imaginations and inspire a new generation of music lovers.

Through Symphony in the Cities and other community concerts, the Symphony eliminates the economic, geographic, physical, and cultural barriers to accessing music. Heartstrings utilizes the transformative power of music to serve the unique needs of children, families and adults living with challenging circumstances. The Symphony also presents OC Can You Play With Us, INsights, Open Rehearsals, and other programs designed for adult amateur musicians and community members eager to satisfy their musical curiosity.

REPORTING RELATIONSHIPS

The Vice President of Marketing and Communications will report to the President and Chief Executive Officer, John Forsyte and will serve on the Symphony's Senior Leadership Team. The Vice President will oversee a staff of ten marketing and three public relations professionals and collaborate with a Marketing and Communications Committee of the Board.

FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

Continuity of leadership has been a hallmark of Pacific Symphony. Under the distinguished leadership of Music Director Carl St.Clair for more than 30 years, Pacific Symphony has grown with Orange County, a vibrant region of 34 cities and stunning natural beauty. St.Clair's unbridled innovation is largely why the small orchestra that began in 1978 was recently elected by its peers as a Tier 1 orchestra of the League of American Orchestras. Maestro St.Clair recently asked that a search for his successor take place, which is an extraordinary opportunity for the Symphony's marketing team.

Comprised of 80 musicians drawn from around the world, Pacific Symphony prides itself on versatility and passionate commitment to performing a broad range of repertoire and has received significant recognition for innovative programmatic offerings. Guest conductors often speak of the intensity of dedication and flexibility of the musicians, enriched by the breathtaking acoustics of the Renée and Henry Segerstrom Concert Hall. In 2025, a new major outdoor venue will become home to Pacific Symphony at the Great Park of Orange County. Also, on the horizon is the development and design of a new youth education center in consortium with Orange County Music and Dance.

The Symphony's artistic bar is rising, and Orange County leadership has proclaimed the orchestra as a cultural ambassador as evidenced by a local and national acclaim for the highly successful debut at Carnegie Hall, for which The New York Times raved that Pacific Symphony sounded like a "major ensemble." This debut was followed by a first-time tour of China and a national Great Performances broadcast on PBS. During 2021, in respect to its free programming and commitment to maintaining

community service during the pandemic, the Symphony was named non-profit of the year for central Orange County.

Innovative projects infuse concert life including semi-staged operas, theater-inspired concert programming, visual immersion, pop-up lobby activities, and online resources, which are all elements of experimentation and advancement of the orchestral experience.

Pacific Symphony is committed to expanding its engagement with and impact on the region. Today, it is seen as an indispensable arts provider for its local community and offers free programs to underserved, vulnerable populations.

The majority of Pacific Symphony's Senior Management Team have tenures of ten or more years, as do many of the director-level employees. We are cultivating a spirit of greater inclusivity and belonging, while diversifying the staff, Board, and musicians through a strong commitment to Diversity, Equity, Inclusion, and Belonging.

—John Forsythe, President and Chief Executive Officer

PACIFIC SYMPHONY'S COMMITMENT TO DIVERSITY, EQUITY, BELONGING, AND INCLUSION

Pacific Symphony is committed to attracting, engaging, and serving a larger and more diverse population in Orange County and the region. The more diverse the population it engages, the more its institution truly serves Orange County's communities. Pacific Symphony maintains that achieving diversity requires an enduring commitment to inclusion that must find full expression in its organizational culture, values, norms, and behaviors. Throughout its work, Pacific Symphony will support diversity in all of its forms, encompassing but not limited to age, disability status, economic circumstance, ethnicity, gender, sexual orientation, race, veteran status, political affiliation, and religion. Pacific Symphony's commitment to diversity, equity, and inclusion is to assure full participation in programs, policy formulation, and decision-making.

Pacific Symphony's aim is to foster a culture where its constituents feel valued, supported, and inspired to achieve their highest levels of participation and contribution. This includes providing opportunity and access for all people of every background. In creating and sustaining a culture where equity and mutual respect are intrinsic, Pacific Symphony pledges to nurture a cooperative and caring organization where it attracts and retains people and partners who feel comfortable contributing their unique wisdom, perspectives, and experiences. Pacific Symphony believes that diversity exists in multiple dimensions, including differences among people that are not immediately visible.

PRIMARY RESPONSIBILITIES

Brand and Mission Support

The Vice President of Marketing and Communications will

- in support of the Symphony's goal to serve a larger and more diverse audience, partner with the Artistic Planning, Development, and Education and Community Engagement teams to develop strategies to expand interest in and awareness of Pacific Symphony's mission while strengthening the brand throughout Orange County; and
- oversee brand management and create and implement marketing and communication strategies to elevate the visibility of the Pacific Symphony brand promise and its impact in the communities it serves.

Marketing and Ticket Sales

The Vice President of Marketing and Communications will

- develop new and innovative long-term marketing plans and strategies that connect audiences to the artistic vision, while driving demand for ticket sales;
- lead development of new initiatives to effectively reach new audiences through social media, digital, and word-of-mouth, and promote existing marketing initiatives for current program offerings;
- plan subscription, single ticket, group, and public relations campaigns in collaboration with staff and leadership;
- lead packaging, pricing, and segmentation strategy to reach audiences with relevant and timely messaging and ensure appropriate measurement and tracking;
- work with the Music Director, the Senior Leadership Team, and others to drive programming innovation to attract new and more diverse audiences, in alignment with the strategic plan;
- collaborate to develop an optimal schedule and structure for concert programming;
- effectively lead the Marketing and Communications team in all respects including hiring, professional development, and setting a culture of collaboration and alignment;
- analyze and evaluate existing and potential marketing activities including research, sales, and audience development in order to develop criteria to measure the efficiency and effectiveness of marketing programs such as media advertising and outreach, direct mail, and renewal campaigns, telemarketing, call center support, ticket sales, and new subscriber activities;
- cultivate partnerships with educational institutions, cultural, and community-based organizations in partnership with Artistic Planning and Education and Community Engagement teams to advance awareness, audience growth, and the diversity, equity, inclusion, and belonging goals of the Symphony;
- develop pricing strategies and ticket prices for programs that, along with attendance, enable Pacific Symphony to meet earned income goals, optimize revenue opportunities, and align with its values to remain accessible;
- evaluate ticket sales supply and demand of each program series and engage in thoughtful discussion around seat map zoning;
- in collaboration with Development and Education and Community Engagement teams, develop a long-term patron loyalty plan that deepens household engagement holistically through program participation, ticket sales, and donations;
- oversee all aspects of the website with an eye toward increasing web traffic, optimizing functionality, and expanding digital presence through search engine optimization (SEO) management and content generation; and
- oversee all aspects of ticketing, including evaluation of new and emerging trends, optimizing inbound phone services, and migration toward digital ticketing.

Communications

The Vice President of Marketing and Communications will

- in partnership with the Director of Communications, create and oversee a publications and media relations strategy, including online and print programs, that advance public awareness, deepen engagement with the institution, and foster brand storytelling;
- work with the Communications team to drive content creation and deliver best-in-class social media engagement;
- lead and develop engaging and compelling video content that supports ticket sales and drives awareness of the organization's overall mission; and
- support leadership in communication to the community as well as serve as a spokesperson for the Symphony.

Collaboration Across Departments

The Vice President of Marketing and Communications will

- plan, develop, and implement a holistic moves-management patron strategy with the Executive Vice President and Chief Operating Officer, and Vice President of Development and External Relations including integrated communications, philanthropic messaging, case development, and holistic customer-service strategies;
- develop joint strategies with fundraising colleagues to align and optimize direct mail and other mass-marketing strategies;
- support the execution of campaigns to grow the donor base;
- collaborate with the Executive Vice President and Chief Operating Officer on budgeting and planning functions for all components of the marketing department; and
- in partnership with the Development department, grow corporate sponsorships, develop compelling benefit offerings, and leverage the reach of corporate marketing to improve Pacific Symphony's visibility.

Institutional and Departmental

The Vice President of Marketing and Communications will

- serve as the staff liaison to the Marketing Committee of the Board and work closely with all Symphony departments to ensure the achievement of departmental and organizational growth goals;
- contribute to the collaborative, inclusive, and creative culture of Pacific Symphony which advances programmatic innovation, a nurturing work environment, and optimizes the development of staff and volunteer resources;
- lead, cultivate, and nurture a marketing team of thirteen professionals that welcomes diversity of thought and experiences, celebrates successes, and champions curiosity, creativity, and innovation;
- exemplify highly effective cross-functional collaboration; and
- contribute actively to strategic plan development with an eye toward audience growth, diversity, and institutional relevance.

LEADERSHIP

John Forsyte

President and Chief Executive Officer

John E. Forsyte has led Pacific Symphony since 1998, and it is now the largest orchestral institution formed in the U.S. in the last 50 years. Growing in national and international stature, Pacific Symphony debuted at Carnegie Hall in April 2018 as one of two orchestras invited to perform for a year-long celebration of composer Philip Glass' 80th birthday. In May 2018, it made its first tour of China, visiting five major cities. In June, the Symphony completed this extraordinary season with its first national televised program on Great Performances.

During the pandemic shutdown, Pacific Symphony demonstrated great care to its community providing hundreds of video productions for school children, non-profit partners, and eventually launched Symphony on the Go, a free mobile stage concert series in neighborhoods around the region. For this effort, Pacific Symphony was recognized as non-profit of the year by Senator Dave Min for the central/south Orange County Region.

In partnership with and support of Music Director Carl St.Clair, the Symphony has pioneered new concert formats and methods of audience engagement, which have helped to diversify its audiences. Café Ludwig, its innovative chamber music series features Orli Shaham in partnership with principal musicians of Pacific Symphony. Artistically, the orchestra has launched new concert series, as well as an American Composer Festival and Recording series.

Over the course Forsyte's tenure, the Symphony launched community programs such as arts-X-press (middle school arts immersion camp), Heartstrings (a partnership with 22 non-profit social service, health, and cultural organizations), a free Lantern Festival, Strings for Generations at the Irvine Chinese School, Santa Ana Strings, and expanded its school partnership program from seven to 30 schools. Awarded the New California Arts Fund grant over a six-year period by the James Irvine Foundation, Pacific Symphony has undertaken an extensive set of initiatives to engage the Asian communities of the region.

Through expansion of annual fundraising and campaigns, the Symphony has balanced its budget for more than two decades. During this same period, the Pacific Symphony's has enjoyed a five-fold increase in contributed income and an additional \$25 million contributed to its endowment during this same period.

In 1995 the American Symphony Orchestra League recognized Forsyte with the Helen M. Thompson Award. In 2016, he received Arts Orange County's Helena Modjeska Cultural Legacy Award. He serves on the Board of Arts Orange County and Orange County Music and Dance.

Carl St.Clair

Music Director

The 2022-23 season marks Music Director Carl St.Clair's 33rd year leading Pacific Symphony. St.Clair is one of the longest-tenured conductors of the major American orchestras. St.Clair's lengthy history solidifies the strong relationship he has forged with the musicians and community. His continuing role also lends stability to the organization and continuity to his vision for the Symphony's future. Few orchestras can claim such rapid artistic development as Pacific Symphony—the largest-budgeted orchestra formed in the United States in the last 50 years, due in large part to St.Clair's leadership.

During his tenure, St.Clair has become widely recognized for his musically distinguished performances, his commitment to building outstanding educational programs, and his innovative approaches to programming. In April 2018, St Clair led Pacific Symphony in its sold-out Carnegie Hall debut, as the finale to the Carnegie's yearlong celebration of pre-eminent composer Philip Glass' 80th birthday, ending in a standing ovation, with *The New York Times* calling the Symphony "a major ensemble!" He led Pacific Symphony on its first tour to China in May 2018, the orchestra's first international tour since touring

Europe in 2006. The orchestra made its national PBS debut in June 2018 on *Great Performances* with Peter Boyer's "Ellis Island: The Dream of America," conducted by St.Clair. Among St.Clair's many creative endeavors are the highly acclaimed American Composers Festival, which began in 2000; and the opera initiative, "Symphonic Voices," which has included concert-opera productions of *Madame Butterfly*, *The Magic Flute*, *Aida*, *Turandot*, *Carmen*, *La Traviata*, *Tosca* and *La Bohème* in previous seasons.

In 2006-07, St.Clair led the orchestra's historic move into its home at the Renée and Henry Segerstrom Concert Hall at Segerstrom Center for the Arts. The move came on the heels of the landmark 2005-06 season that included St.Clair leading the Symphony on its first European tour—nine cities in three countries playing before capacity houses and receiving extraordinary responses and reviews.

From 2008-10, St.Clair was general music director for the Komische Oper in Berlin. He also served as general music director and chief conductor of the German National Theater and Staatskapelle (GNTS) in Weimar, Germany, where he led Wagner's Ring Cycle to critical acclaim. He was the first non-European to hold his position at the GNTS; the role also gave him the distinction of simultaneously leading one of the newest orchestras in America and one of the oldest in Europe.

In 2014, St.Clair became the music director of the National Symphony Orchestra in Costa Rica. His international career also has him conducting abroad several months a year, and he has appeared with orchestras throughout the world. St.Clair has led the Boston Symphony Orchestra (where he served as assistant conductor for several years), New York Philharmonic, Philadelphia Orchestra, Los Angeles Philharmonic and the San Francisco, Seattle, Detroit, Atlanta, Houston, Indianapolis, Montreal, Toronto and Vancouver symphonies, among many.

In addition to his professional conducting career, St.Clair has worked with most major music schools across the country. In 2018, Chapman University President Danielle Struppa appointed St.Clair as a Presidential Fellow, working closely with the students of the College of the Performing Arts at Chapman University. St.Clair has been named "Distinguished Alumni in Residence" at the University of Texas Butler School of Music beginning 2019. For over 25 years, he has had a continuing relationship with the USC Thornton School where he is artistic leader and principal conductor of the orchestral program.

PREFERRED COMPETENCIES AND QUALIFICATIONS

Pacific Symphony seeks a Vice President of Marketing and Communications with

- exceptional leadership and creative abilities which inspire the team to exceed goals;
- a willingness and capacity to take risks to advance awareness and differentiate the brand of the Symphony;
- a commitment to the mission of Pacific Symphony—to inspire, engage, and serve Orange County and the region through exceptional music performances and education and community programming;
- experience generating significant growth in subscription and single ticket revenue for an arts organization;
- significant marketing, prospecting, and branding experience in the conception and implementation of successful, innovative strategies including data mining to improve awareness, brand loyalty, ticket sales, customer service experience, track performance, and distribution of media content;
- experience managing a complex marketing department while maintaining an effective infrastructure with a substantial revenue budget;
- strategic thinking and storytelling skills and an ability to analyze data, capitalize on information, and develop a vision for the Symphony's market position that is distinctive from its competitors;

- hands-on experience managing subscription sales or direct sales organizations that distribute tickets through third parties, via the web, or through alliance partners;
- experience with public and media relations and an ability to plan, organize, and manage key functions of communications, including cultivating and maintaining media contacts and developing and implementing public relations and marketing strategies;
- excellent written and verbal communication and persuasion skills, with an ability to present internally and externally from Board level to peers and subordinates as well as patrons, donors, and community business and government leaders;
- superior organizational skills, a focus on deadlines, and exceptional attention to detail and follow-through, and an ability to work both in structured and planned environments, and in situations where rapid response and instant decision-making is needed;
- an ability to manage and work with a diverse group of personalities, collaboratively across organizational lines;
- an ability to gain the respect and support of various constituencies, including artists, program personnel, marketing professionals, media, and journalists; and
- confidence, intelligence, and an ability to serve as a catalyst for growth and achievement.

A bachelor's degree or an equivalent combination of education and experience is required for this position as is at least seven years of marketing and communications experience, preferably within an arts organization.

SALARY & BENEFITS

Pacific Symphony offers a competitive salary and comprehensive benefits package.

LOCATION

This position is in Irvine, California within Orange County.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be responsive to the mission of Pacific Symphony as well as the responsibilities and qualifications stated in the prospectus.*** Review of applications will begin immediately and continue until the successful candidate has been selected.

To apply for this position, visit:

[*Vice President of Marketing and Communications, Pacific Symphony.*](#)

To nominate a candidate, please contact Anne Johnson:

[*annejohnson@aspenleadershipgroup.com.*](mailto:annejohnson@aspenleadershipgroup.com)

All inquiries will be held in confidence.