

ADMINISTRATIVE STAFF – JOB DESCRIPTIONS

The **CEO** is the Chief Executive Officer of a symphony orchestra. S/he plans and directs operations to efficiently achieve the organization's mission and to implement the policies set by the Board of Directors. S/he is responsible for managing all human and financial resources. The Executive Director plans for the orchestra's future success, assures adequate resources are available to pursue the orchestra's mission, and formulates policies related to administration, budget, staffing, fund development, and advocacy. S/he is the public face of the administration in the community and to donors, and is the Principal liaison to the Board of Directors. This position is part of senior organizational leadership and reports to the Board President. The Executive Director must be organized, creative, innovative, flexible, able to plan ahead, and to show leadership to a large workforce of passionate and talented people

Elaine C. Carroll, NHSO CEO

The **Operations Manager** oversees all aspects of producing a symphony orchestra concert. S/he works with the Music Director, Personnel Manager, Librarian, and Operations Manager to ensure that concerts are fully staffed with stage hands, the correct number of musicians are hired, the layout of the performance stage is correct, and the correct music is either pulled from the NHSO library or rented from the appropriate publisher. The Operations Manager also handles contracts for guest artists and negotiates fees with the artists or their representatives. S/he books all necessary travel and accommodations for guest artists including any Visa requirements for foreign artists. All Front of House operations also fall under the purview of the Operations Manager.

(Diego Mattalana Rodriguez), NHSO Operations Manager

The **Development Director** is responsible for developing and implementing the fundraising strategy for the New Haven Symphony Orchestra. The Development Director works closely with the Executive Director, the Board of Directors, staff and fundraising volunteers to assure that ample funds are generated and revenue goals are met. The Development Director seeks funding from individual donors, corporate sponsors, foundations, and city, state, and federal agencies. Funding categories include general operating support, major project support, endowment support, and planned giving opportunities.

Charity Clark, NHSO Development Director

The **Individual Giving Manager** plays an important role in the Symphony's fundraising effort. S/he advocates for the non-profit with other organizations, whether they be governments (local, state, federal, and international), corporations, or even other non-profits. This is primarily accomplished in the form of **grant*** applications that are written and sent to these other organizations. When an Institutional Giving Manager writes a grant application, there is strong competition from other non-profits doing similar work. Because of this, the success rate for grant applications is low. However, when these applications are successful, often several thousands of dollars are provided to the organization. Most Institutional Giving Managers maintain a year-round calendar of grants that they will submit, with up to several applications a week being sent to organizations eager to promote a particular cause or program through grant awards.

(Halima), NHSO Development and Events Manager

****Grant** - A grant is an award of money or other resources given, or granted, from one organization to another. Typically, grants are awarded for either the general work of the non-profit (called general operating support) or for a specific type of program that a non-profit is carrying out. Often, organizations that make grants to non-profits provide guidelines that state the particular types of programs that they want to support.*

The **Finance Manager** is responsible for the overall management of Symphony's financial activities. S/he maintains and develops financial and administrative policies, procedures and internal controls, ensures the accurate and timely reporting of financial information and the safeguarding of organizational assets. S/he prepares annual budgets, monitors revenue and expenses against the budget, and develops forecasted financial results. The Finance Manager manages and controls cash flow, ensuring cash balances are adequate to meet all payroll and vendor obligations and all monies owed to the Symphony are received in a timely manner. S/he processes all invoices for payment, maintains bank reconciliations and coordinates annual external audit. Finally, processes payroll, maintains employee records and benefits, and prepares and files all necessary governmental and grant reports and tax returns.

Lourdes Rodriguez, NHSO Finance Manager (Comptroller)

The **Development Associate** provides administrative support to the Executive Director, as well as departmental staff by arranging visits and meetings with potential donors, sending invitations and thank you's, and corresponding with key stakeholders in order to maintain consistent and positive relationships. These functions are critical to Symphony's success. S/he pitches in to assist many departments; development, accounting, box office, and marketing as they develop and execute the tasks necessary to maximize visibility and attendance for season programs and performances. Additionally, it is essential to contribute to a positive team environment. All NHSO staff members attend season performances, staffing the box office and concessions and ensuring our audiences have exceptional experiences at the Symphony.

(Kim Holder-Callender), Development Associate

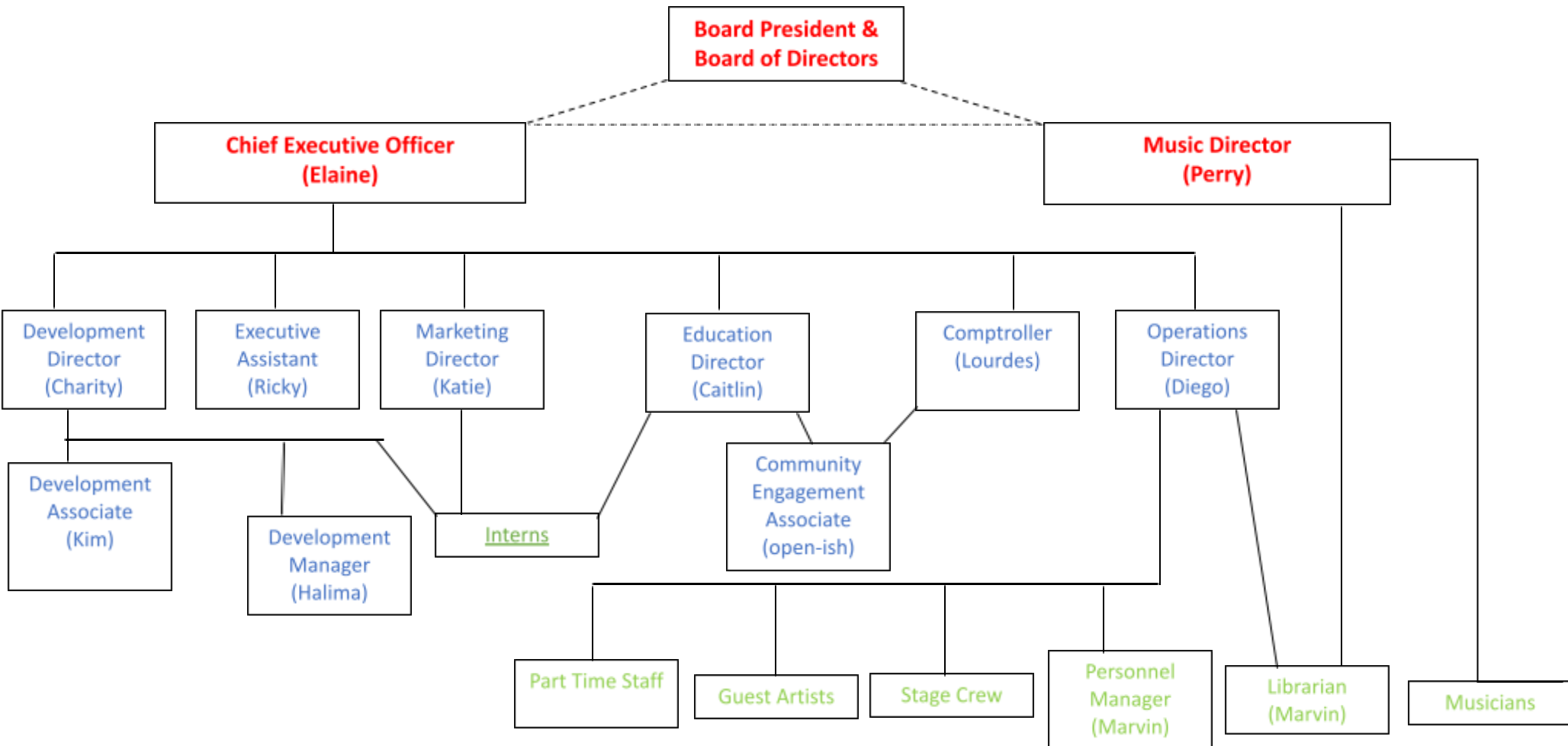
The **Marketing Director** plans, implements, manages, and evaluates a comprehensive marketing effort to achieve annual earned income goals and support the NHSO brand. S/he forwards the mission by generating awareness of the orchestra's performances and education programs. Responsibilities include public relations, advertising, promotion, season subscription renewal and acquisition campaigns, direct mail, merchandising, audience research, in-kind donations of media, and special projects. The Marketing Director establishes annual and long-range goals, budgets, and plans for all marketing campaigns and initiatives. S/he relies on the expertise of the Board's Audience Development Committee and reports to the Executive Director. Marketing Directors must be creative, detail-oriented, good with deadlines, and able to maintain personal relationships with a wide range of media contacts.

Katie Bonner Russo, NHSO Marketing Director

The **Education Director** oversees all of the Symphony's programs that happen "off the main stage" each year. S/he develops inter-generation programs serving people from toddlers all the way through to senior citizens. S/he designs educational concerts with the Music Director to provide exciting and engaging performances for students across Connecticut. S/he writes curriculum that is provided to teachers and students to prepare for NHSO programs in advance and evaluates each program after it is presented. The Education Director often has a hand in most aspects of the organization due to the programmatic demands of the department. S/he is involved in concert production at educational concerts, marketing of educational programs to schools, fundraising to support educational budget requirements, administration to keep all of the programs running efficiently and artistic leadership to maintain high quality standards in all education programs and concerts. An Education Director at a Symphony typically has a background in advanced musical study and K-12 education. S/he oversees a wide array of programs and must constantly stay current about changing trends in academic and community education.

Caitlin Daly-Gonzales, NHSO Education Director

NEW HAVEN SYMPHONY ORCHESTRA
ORGANIZATIONAL LAYOUT



Red – Organizational Leadership
Blue – Administrative Staff
Green – Artistic Staff (Part Time)

MISSION STATEMENT

The New Haven Symphony Orchestra enriches Connecticut's cultural landscape through exceptional performances and education programs that are accessible to everyone. We inspire deeper audience engagement and meaningful educational collaborations across the region through innovative and relevant programming. Commitments to diversity, equity, inclusion, and belonging connect the Symphony with the richly diverse communities we serve.

VISION STATEMENT

To inspire, delight, challenge, and connect diverse audiences and communities through the power of live music.