CINCINNATI SYMPHONY ORCHESTRA

CHIEF DIVERSITY & INCLUSION OFFICER

cincinnatisymphony.org

The Organization:

The Cincinnati Symphony Orchestra (CSO) and Cincinnati Pops is one of sixteen full-time, 52-week orchestras in the United States. Founded in 1895, the CSO is the sixth oldest orchestra in country. The CSO was the first orchestra to be broadcast to a national radio audience (1921), the third to record (1917), and was the first American orchestra to make a world tour sponsored by the U.S. Department of State (1966).

We believe music lives within us all, regardless of who we are or where we come from. We believe that music is a pathway to igniting our passions, discovering what moves us, deepening our curiosity and connecting us to our world and to each other.

The CSO is a thriving, dynamic orchestra situated in the heart of a city on the rise. This has taken nothing short of tenacity, passion and a relentless commitment to artistry.

From commissioning and premiering new music, to new initiatives like CSO Proof, the Orchestra has and always will seek to be bold.

We represent our city with pride through international tours, digital broadcasts and recordings that have sold 10 million copies around the world. We aim to spread the joy of music on a global scale.

We’re changing the face of American orchestras through our partnerships and collaborations, contributing at every level to serving our community, and elevating Cincinnati’s vibrant cultural scene.

CSO/CCM Diversity Fellowship: Changing the Face of American Orchestras

Since 2016, the CSO has mentored and helped accelerate the careers of 18 musicians from backgrounds that are underrepresented in the orchestra field. In partnership with the Andrew W. Mellon Foundation and the University of Cincinnati College-Conservatory of Music, we’re working to remove barriers so that extraordinary musicians can achieve their full potential—to ensure that every voice is heard.
Background to the Role:

In 2019 the CSO developed and adopted a ten-year strategic plan. At the core of this plan is a set of goals and objectives to further its existing Diversity, Equity & Inclusion (DE&I) initiatives going forward over the next decade.

In 2020, the realities of systemic inequity, injustice and racism in America were once again brought to the forefront by the murder of George Floyd and so many others. The CSO must accelerate its DE&I work.

In response, the CSO has developed and is implementing a concise DE&I Action Plan (see below) to focus and guide the organization in the coming 12 months. This short-term Action Plan is designed to complement and coalesce with its longer-term strategic plan.

While the institutional decision to create this new position was made in January 2020, driven by the goals and objectives of long-term strategic plan. The realities of COVID-19 temporarily delayed the process until now.

The Role:

Title: Chief Diversity & Inclusion Officer
Location: Cincinnati, OH
Reports to: President & CEO (Jonathan Martin)

Overview:

The Chief Diversity & Inclusion Officer (CDIO) is a newly created position and a member of the senior leadership team responsible for developing an organization-wide strategy to embed diversity, equity and inclusion (DE&I) into every aspect of the Cincinnati Symphony Orchestra’s work, acknowledging a range of intersectional identifies and placing an intentional emphasis on race. The CDIO will a tough advocate for Diversity Equity & Inclusion and help the organization to live out DE&I values every day.

The CSO’s Diversity, Equity & Inclusion Action Plan:

In response to the events of 2020, this Action Plan primarily addresses advancing the CSO’s work in the Black community, while acknowledging that it must simultaneously apply its learning to initiatives serving all groups.
1. Convene a standing Community Advisory Council to help CSO amplify and support important community initiatives.
   - How the CSO serves its community must be informed by the community. A Community Advisory Council (CAC) will help the CSO approach this work from an asset-based perspective, defined as taking the lead from the community about what the CSO should be supporting, as opposed to assuming that we know what is needed.
   - CAC will help identify two-three large community initiatives that the CSO will amplify and support throughout the year.
   - This will also be an avenue to help connect with young professionals of color, with the goal of developing future leadership and accelerating the growing diversity of the CSO Board.

2. Build a CSO staff structure that better supports and amplifies its DE&I goals.
   - The CSO is launching a national search to fill the newly created position of Chief Diversity Officer, the first position of its kind among the top American orchestras.
   - Additional staff restructuring will better align with and support the CSO's DE&I goals.

3. Implement cultural competency/implicit bias training for CSO staff, Board and Musicians.
   - Beginning with all CSO staff, this will broaden to include all internal constituencies and all public-facing employees.

4. Review all application, interviewing, hiring/contracting and compensation policies and practices within the CSO to ensure fairness and equity.

5. Evolve the CSO’s existing administrative internship program and create an ongoing mentorship program to develop future arts leaders of color.
   - Mentorships will align with the academic year, in partnership with regional higher educational institutions.
   - Convert existing CSO internships from unpaid to paid, and ensure equitable access to students interested in a career in the arts.

6. Develop and deepen its relationships with underrepresented Cincinnati cultural institutions.

7. Continue to amplify the work of BIPOC artists in all forward CSO, Pops and educational programming.

8. Form long-term partnerships with Black-led arts organizations to co-create new programs.

9. Reposition and reinvest in CSO’s Multicultural Awareness Council (MAC) programming, as MAC moves into its 31st year.

10. Evaluate all existing CSO marketing, communications, philanthropic and digital/social media collateral through a DE&I lens.
**Key Responsibilities:**

- Lead, educate, partner, consult and collaborate to effectively build, incorporate and evolve DE&I across the institution.

- Further develop and lead the implementation of the DE&I Action Plan & vision, serving to strengthen the broader organizational strategic plan, with the goal of building a DE&I function from the ground floor that is sustainable, impactful and tangible.

- Be a senior-level ambassador and advocate for DE&I work and initiatives, internally and externally.

- Work to ensure the organization considers all major organizational investment and decisions through a DE&I lens.

- Develop metrics and benchmarks to evaluate organizational DE&I performance.

- Work cross-functionally to implement programs and practices, aligned with the Action Plan, that promote the Orchestra's key messages, ensuring that DE&I is reflected in the workforce and all community-facing efforts.

- Develop in staff, volunteers and board members the key DE&I competencies and practices they need to excel in their roles.

- Foster a positive internal culture for employees of all identities by ensuring that people, practices and systems are equitable and inclusive.

- Work with the President and HR team to strengthen the organization's policies and practices to ensure that the Orchestra is best-in-class in the areas of equitable recruitment, professional development, succession planning, learning and development, performance management and employee engagement, among others.

- Provide leadership on external committees, represent the orchestra externally.

- Work with the marketing, philanthropy, education and community engagement functions to embed DE&I values and strategies into the Orchestra's external communications, relationships, and audience/patron engagement efforts.

**The Person:**

**Experience:**

- DE&I leadership experience could have been gained in corporations with DE&I programs that partner with arts & culture organizations, community-facing nonprofit organizations, education, or social enterprise; a diverse background and a variety of experiences is preferred.
• Evidence of leading and implementing industry-leading DE&I best-practices including organizational culture development, employee engagement, and community engagement.

• Progressive experience in representing an organization to, and coalition building with, a variety of internal and external constituencies from varied and diverse backgrounds.

• Track record of building cross-functional programs/initiatives from the ground floor and aligning DE&I strategy with overall strategic objectives through collaboration.

• Demonstrated success partnering with both internal and external stakeholders and prioritizing DE&I objectives and goals; able to motivate, persuade and influence at all levels in order to ensure operational alignment and high impact execution.

**Skills & Personal Characteristics:**

• A passion for performing arts and music will be key to both success in, as love of, the role.

• A change-agent with the ability to create and execute on plans; translating strategy into action and outcomes and engaging all CSO stakeholders behind a shared vision.

• Relationship-oriented with a passion for energizing people around the CSO mission and supporting all stakeholders on a shared learning journey in DE&I.

• Authentic leadership style, confident working inclusively and collaboratively with diverse groups of people with different perspectives and levels of DE&I understanding in a change/growth environment.

• Flexibility to listen, learn, adapt and embed DE&I across the organization including strategic planning, development and execution of programs, partnerships, community engagement, artistic planning, marketing, communications and fundraising.

• Able to build strategic relationships between internal teams and external partnership organizations, donors and community partners to achieve DE&I goals; understands and draws from the positive cultural attributes of Cincinnati and the Midwest.

• A credible leader and subject-matter expert who will command respect, both in the organization and with external partners.

• A direct and authentic communicator at all levels, within and outside the organization.

• Leads by example; high EQ and able to meet people where they are.

• A bridge-builder; adept at working productively across lines of difference and employing de-escalation strategies and techniques when required.

• Confident, engaging and resilient; comfortable having difficult and courageous conversations; patience to gain understanding.
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The CSO's commitment to inclusion is fundamental to who we are as an organization. Reflecting our community and the world around at every level—on stage, behind-the-scenes and in neighborhoods throughout the region—is essential to the CSO's present and future and makes us a stronger ensemble and institution.

This commitment is reinforced through groundbreaking initiatives, including the CSO-CCM Diversity Fellowship and Nouveau Pre-Conservatory programs. These are part of an ongoing effort to help change the face of American orchestras by providing guidance, training and tools to musicians from underrepresented communities. We encourage and welcome underrepresented candidates to apply.

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To learn more about this opportunity, please contact:

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