



**SAN FRANCISCO
SYMPHONY**

MICHAEL TILSON THOMAS • MUSIC DIRECTOR

**Bridge
Partners**

THE SAN FRANCISCO SYMPHONY

CHIEF FINANCIAL OFFICER

www.sfsymphony.org/

The Organization:

The San Francisco Symphony (SFS) is widely considered to be among the most artistically adventurous and innovative arts institutions in the U.S.

Under the artistic direction of Michael Tilson Thomas since 1995, the Orchestra is a leading presence among American orchestras at home and around the world, celebrated for its artistic excellence, creative performance concepts, active touring, award-winning recordings, and standard-setting education programs. In December 2018, the San Francisco Symphony announced Esa-Pekka Salonen as its Music Director Designate. Salonen will begin his appointment as the SFS's 12th Music Director in September 2020, at which time Michael Tilson Thomas will become the Orchestra's first Music Director Laureate, following his remarkable 25-year tenure as Music Director.

The San Francisco Symphony presents more than 220 concerts and presentations annually for an audience of nearly 450,000 in its home of Davies Symphony Hall and through its active national and international touring.

The SFS has won such recording awards as France's Grand Prix du Disque and Britain's Gramophone Award, as well as 15 Grammy Awards. In 2004, the SFS launched the multimedia Keeping Score on PBS-TV and the web. In 2014, the SFS inaugurated SoundBox, a new experimental performance venue and music series located backstage at Davies Symphony Hall. SFS radio broadcasts, the first in the nation to feature symphonic music when they began in 1926, today carry the Orchestra's concerts across the country.

A cornerstone of the organization's mission, the San Francisco Symphony's education programs are the most extensive offered by any American orchestra today, providing free comprehensive music education to every first- through fifth-grade student in the San Francisco public schools, and serving more than 75,000 children, students, educators, and families annually.

The organization is led by President Sakurako Fisher and Chief Executive Officer Mark C. Hanson.

The Role:

Location: San Francisco, CA

Reports to: Chief Executive Officer
Member of the senior leadership team

Team: Three direct reports and associated staff

Position Summary:

The San Francisco Symphony seeks a Chief Financial Officer to serve as an energetic and accomplished business leader of the entire finance function, in a highly collaborative environment.

The CFO is responsible for the strategic and tactical management of the areas of accounting, budgeting and forecasting, the balance sheet, audits, investments, cash management, payroll, supporting the instrument acquisition process, corporate compliance, pension plan management, risk management and Information Technology services through.

They will also have significant interaction with the Board of Governors, philanthropic donors, volunteers and external constituencies.

Key Responsibilities:

Partnering with the CEO, other members of the senior leadership team, the finance department and staff, the CFO will focus on the following current priorities:

Board and Committee Relationships:

- The CFO is responsible for staff support for the Audit Committee, Investment Committee, Finance Committee, Instrument Acquisition and Loan Committee and Retirement Board.

Investments and Endowment Management:

- The CFO manages liquidity pursuant to Finance and Investment Committee policies.
- The CFO establishes and ensures compliance with all investment and endowment policies as approved by the Committees and/or Board of Governors and recommends and implements appropriate endowment draw policies and spending plans.

Corporate Governance:

- The CFO position ensures compliance with all corporate governance requirements, including updates to corporate bylaws.
- Working with the CEO, Chief Revenue & Advancement Officer, and appropriate Board committees, the CFO establishes and monitors policies and procedures to ensure the highest level of compliance and transparency for the Symphony.
- The CFO, along with the Human Resources Director, also serve as administrators for the Symphony's "whistleblower" (anonymous reporting) process.

Accounting:

- With the Director of Finance, the CFO is responsible for general ledger accounting, endowment accounting, investment and pension accounting, revenue accounting, accounts payables and payroll.
- They will ensure appropriate internal controls are in place under GAAP standards and ensures the effectiveness of accounting systems within the Symphony.
- The CFO will evaluate the Symphony's accounting software and make sure it meets the needs of the institution.



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Budgeting, Forecasting and Financial Analysis:

- Through the Manager of Financial Reporting and Analysis, the CFO is responsible for developing the multi-year annual operating and capital budgets and securing approval from the Finance Committee and the Board of Governors.
- The CFO also manages the ongoing annual budgeting and long-range forecasting process to ensure accuracy of financial information and manages the relationship with the Chair of the Finance Committee.
- Through the finance staff, he/she prepares various financial analyses for a variety of constituencies, including grant applications, surveys, and other external reporting.

Audits and Reporting:

- The CFO works closely with outside auditors and the Audit Committee of the Board of Governors. They also manage the relationship with the external Audit Partner-in-Charge and the Chair of the Audit Committee and ensures all required filings and reporting are completed in an accurate and timely fashion, including 990, 990-T, 199, etc. Financial reporting for internal constituencies (including musicians), donors, and the general public is also a responsibility of the CFO.

Pension Funds:

- The CFO works closely with the Director of Human Resources, outside actuarial firms and Board Committees to communicate funding and FASB 87 requirements and examines alternative methodology as appropriate in the areas of defined benefit and defined contribution plans.
- This position is responsible for plan compliance with all applicable laws and regulations and annual filing requirements for all pension and defined contribution plans.

Instrument Acquisition and Instrument Loans:

- The CFO is responsible for managing the instrument acquisition process, including appraisal and funding, to ensure instruments acquired are appropriate for the artistic direction of the organization. Additionally, this position manages the musician instrument loan program.

Insurance and Risk Management:

- The CFO ensures the SFS is covered by appropriate property and casualty insurance, including coverage types and limits.
- Working with all areas of the organization and the City and County of San Francisco, the CFO creates, implements and monitors appropriate risk management policies and procedures.

Labor Relations:

- The CFO will be a member of the Symphony's negotiations team and is significantly involved in the collective bargaining process with the members of the Orchestra and other unions within the Symphony.

Information Technology Systems

- Through the Chief Information Officer, the CFO oversees strategic and tactical execution of the annual and long-range systems planning and is responsible for value-added analysis on technology systems spending.



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The Person:

Experience:

- A minimum of 15 years' experience in finance and accounting, ideally including experience in a non-profit organization; clear career progression, with achievement of strong business results in each position.
- Must have managed a full staff with responsibility for building and managing the Finance, Accounting and Information Technology departments.
- A track record of building diverse, high-performing teams that excel at both the tactical and strategic levels.
- Experience negotiating collective bargaining agreements and working in a union environment within a non-profit organization is highly desired.
- Significant experience building new systems and implementing policies and procedures.
- Tech-savvy with understanding of finance systems that support and meet complex organizational and finance needs.
- Prior experience working directly with high-performing non-profit Boards and managing Board committees, strongly preferred.
- Knowledge of and experience with managing defined benefit pension plans and defined contribution plans is also highly desired.

Skills & Characteristics:

- A highly-developed interpersonal style that is effective in a complex, highly collaborative organization.
- Proven ability to work successfully and collaboratively in a diverse environment and community is essential.
- Self-aware with a high EQ; positive, resilient, and proactive.
- Executive presence, strong verbal, presentation and writing skills.
- Ability to work independently within a fast-paced, multi-disciplinary team.
- The Symphony's CFO interacts on a frequent basis with other orchestras and arts non-profits, both nationally and locally. Appreciation for and love of symphonic music is a plus.

Education:

- Must possess a four-year college degree, or equivalent experience.
- Strong candidates will be a CPA and/or hold a Master's Degree in Business Administration

The San Francisco Symphony is an Equal Opportunity Employer.

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To learn more about this opportunity, please contact:

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