



# Position Specification

AT&T Performing Arts Center

President and Chief Executive Officer

Private and Confidential

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AT&T Performing Arts Center

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## Our Client

### Background

The AT&T Performing Arts Center is a vibrant hub of art, culture and creativity in the heart of downtown Dallas. Upon opening in 2009, the Center and its iconic structures helped complete the decades-long vision for the Dallas Arts District, making the city one of the top cultural destinations in the United States.

The Center includes some of the nation's finest performance venues: the Margot and Bill Winspear Opera House, the Dee and Charles Wyle Theatre, Annette Strauss Square, and two black box venues - Nancy Hamon Hall and the Studio Theatre. It also includes a community gathering place, the Elaine D. and Charles A. Sammons Park, home to the Center's annual Reliant Lights Your Holidays celebration which attracts thousands.

Performances at the Center include the best of Broadway, concerts, comedy, music, and in association with its presenting partner TITAS/DANCE UNBOUND, the finest dance companies in the world. The Center's stages are home to five esteemed resident companies: Anita N. Martinez Ballet Folklorico, Dallas Black Dance Theatre, The Dallas Opera, Dallas Theater Center, and Texas Ballet Theater. And through its acclaimed Elevator Project, the Center showcases the work of the city's best small and emerging arts organizations. Since opening, the Center has been a cultural incubator and launching pad for more than 80 world premieres.

The Center's innovative arts education programs serve thousands of students each year, and our community initiatives provide access to cultural experiences both on its campus, and in the community. The Center is also a collaborative leader and supportive partner in the Dallas arts community. During the height of the Covid pandemic, the Center safely reopened its stages to provide performance spaces for local arts organizations whose historic spaces remained closed.

Since opening, the Center has long been a cultural and economic engine for the Arts District and Dallas. In 2015, a study by researchers at Southern Methodist University and the University of North Texas found the Center had an annual economic impact of \$130 million supporting 1,114 jobs paying \$51.7 million. It also showed in 2015 that the Center and its resident companies attracted 66,670 out-of-town visitors.

The Center serves as a place of inclusion, diversity, and equity for staff, artists, volunteers, community and beyond. We commit to listening to each other, learning from each other, and taking a stand for what we know is right, so that all people feel valued, respected, and safe. Members of underrepresented groups are strongly encouraged to apply. At 36%, the Center's Board of Directors has one of the most diverse ethnic makeups of the major, non-ethnic arts institutions in Dallas.

The Center has received a number of awards. In 2020 Dallas-ISD awarded the Center its Superintendent's Award for our decade-long partnership and the work to provide arts education during the pandemic. And this year, the North Texas Business Council for the Arts is awarding the Center its prestigious 2021 Obelisk Award for Distinguished Arts Organization, in large part for its collaborative efforts during the pandemic. Like all performing arts organizations, the Center is continuing to adapt and innovate in real-time in response to the global pandemic, managing the cascading consequences and impacts of COVID-19 in 2021

and navigating new outlooks for the future. The next President and CEO's role will include the mandate of leading the organization forward as it responds to this period of change and opportunity.

The AT&T Performing Arts Center's mission is to provide a public gathering place that strengthens community and fosters creativity through the presentation of live performing arts and arts education. Currently, the Center has 108 staff members and an annual operating budget of approximately \$25M. The Center also benefits from the hard work of more than 400 active volunteers.

For more information, please visit: <https://www.attpac.org/>.

### **Dallas, Texas**

#### *Growth, Business, and Diversity*

Dallas is an extraordinarily attractive and exciting place to live. It is a city of growth, youth, ambition; a center of business and commerce; a city of the arts, artists, and a broad variety of cultural institutions. In 2020, the Dallas Metroplex, which includes Dallas, Fort Worth, and the surrounding counties, had the second-largest population boom in the country, bringing the Metroplex community to more than 7.69 million residents.

Home to the global headquarters of 22 Fortune 500 Companies, the fourth largest concentration of any city in the U.S. This includes the Center's naming sponsor, AT&T. The DFW metroplex enjoys a thriving and diversified economy based primarily on technology and science, banking, commerce, telecom, real estate management and development, healthcare, and transportation, and energy. It is also worth noting that many major companies, including Toyota, State Farm, McKesson, and others, recently relocated regional headquarters to the Dallas area. Home to a dynamic, highly educated, and enormously productive workforce, Dallas attracts the world's top business professionals who have broad interests and who fuel the economic engine of the greater metropolitan area. Dallas is the third most popular destination for business travel in the United States, and the Kay Bailey Hutchison Dallas Convention Center is one of the largest and busiest convention centers in the country.

In addition to being an international business hub, Dallas is well known for its long tradition of family, foundation and corporate philanthropy across the arts, social services, parks, medicine, education and more. In fact, when Bill and Margot Winspear announced a major donation to help build the AT&T Performing Arts Center, the \$42M gift was – at the time – the largest gift of its kind in Dallas. That number has since been surpassed many times.

Major universities and colleges in the Dallas Metroplex include the University of Texas at Dallas, University of Texas Southwestern Medical Center, Southern Methodist University, University of North Texas, Texas Christian University, University of Texas at Arlington, and Paul Quinn College.

The Dallas-Fort Worth region is one of the most dynamic in the U.S, growing more than 20% since 2010. Just released U.S. Census data for the city of Dallas show a population 1.3 million people, an 8.9% increase from a decade before. Its population is 40.5% Hispanic, 27.7% White, and 21.6% Black and 6.9% Asian. Religious affiliations are similarly diverse, with Protestant, Catholic, Baptist, Mormon, Jewish, Muslim, Buddhist, Hindu, Muslim, Sikh and other religious institutions and communities embraced by Dallas citizens. The city also has one of the largest LGBTQ communities in the nation. The City of Dallas scores 100 on the Human Rights Campaign's Municipal Equality Index Scorecard.

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## The Role

The President and Chief Executive Officer of the AT&T Performing Arts Center is the chief executive of the organization and, in this capacity, reports to and works closely with the Board of Directors. The CEO is responsible for furthering the Center's mission and managing the strategic, programmatic, and financial operations of the organization.

With support from the Chair and Board, the President and CEO develops and leads a vision and strategy for the future that continues to serve and engage the diversity of communities in Dallas and North Texas, build meaningful and productive relationships with resident companies and partner organizations, and drive innovative programming and education capabilities. The CEO is constantly seeking opportunities to support and resource the Center's resident companies, activate the campus so it is inclusive and inviting to all, and deliver a customer experience that inspires visitors to come back, again and again.

The President and CEO plays the primary role in representing the Center externally to a wide variety of constituents and most often is the Center's public face and champion. The President interacts regularly with government officials, the business community, thought leaders and influencers, artists, donors, and the media. Furthermore, the CEO of the Center plays one of the most critical leadership roles in the Dallas arts community.

Internally, the President and Chief Executive Officer is responsible for the overall management of the Center. Working closely with the leadership team, the CEO prioritizes organizational goals and oversees daily and long-term management and planning, including, but not limited to, matters of finance, operations, buildings and grounds, legal, performance and programming, educational programs, human resources and personnel, development, government relations, communications and marketing, special events, and other activities.

## Candidate Profile

The next President and CEO of the AT&T Performing Arts Center will be an inspiring, collaborative, and results-oriented leader with the stature and credibility to lead one of the largest performing arts centers in the country. This role requires an individual with a track record of successfully leading in a nonprofit, private, or public enterprise with diverse constituencies and revenue streams.

The ideal candidate will have a proven ability to create and foster an atmosphere of inclusion, teamwork, and mutual respect among staff and will personally demonstrate the highest degree of personal responsibility, accountability, and integrity. This individual will bring the collaborative leadership skills and orientation necessary to work effectively with a diverse stakeholder group, particularly the Center's resident companies and partners. The candidate will also have a vigorous work ethic and an entrepreneurial spirit and will encourage a similar culture in the organization.

*We would highlight the following performance and personal competencies required for the position:*

### Strategic Leadership

- A demonstrated passion for the performing arts gained either through professional experience or deep and meaningful volunteer engagement;

- Highly creative thinker who develops innovative and winning strategies, particularly around audience development, customer experience, and revenue generation;
- Derives energy from generating and inspiring ideas with a talented and imaginative team;
- Can establish and clearly communicate an organization’s strategic direction to internal and external stakeholders;
- Dynamic leader who can create a compelling growth vision with a positive “can do” mindset; and
- Can translate strategic insights and vision into executable business plans with measurable results.

**Building Relationships and Using Influence**

- The ability to build relationships with important internal and external constituencies, including resident companies, partner organizations, government leaders, donors, businesses, and other organizations, and is able to leverage those effectively;
- Experience cultivating productive relationships, partnerships, and synergies across multiple departments, organizations, or performing arts companies;
- Able to weave the work and programs of The Center’s resident companies and partner organizations into a coherent narrative and vision for The Center that is larger than the sum of its parts;
- Brings a deep and nuanced understanding of nonprofit governance; proven experience engaging and working closely with a Board; and
- Projects a confident executive presence; possesses the gravitas needed to operate at the highest levels.

**Leading and Managing Teams in a Complex Environment**

- Experience in running an organization or department with significant complexity;
- Has a proven ability to recruit, mentor, lead, and develop a diverse staff and a track record of building inclusive, high-performing and loyal teams;
- Ability to be decisive in setting priorities, able to delegate responsibilities, assure accountability, and allocate resources to ensure results and drive impact;
- Engaged, accessible, and committed to being a visible presence in all parts of the organization;
- An active listener who has the clear capacity to earn the respect of staff at all levels; and
- The capacity to serve as a champion internally – express the mission, celebrate the art, articulate a vision to take the Center to its next phase of excellence.

**Fundraising and Resource Development**

- Experience with leading development efforts to strengthen an organization’s funding base, including the endowment, in partnership with the Board and the development team;

- An ability to resonate with a diverse range of funding sources including individual donors, foundations, corporations, and government funders;
- Has a proven track record of driving collaboration, particularly across multiple stakeholders, to secure donor support and partnerships.
- The ability to build strong and lasting strategic partnerships to scale impact; and
- Experience growing revenue and earned income from new and existing income streams.

**Interpersonal Acumen and Character**

- Highly collaborative and open-minded, while having the ability to progress swiftly along the trajectory towards success;
- A demonstrated entrepreneurial mindset; persistently focused on strategic goals, yet able to see and act upon opportunities;
- An energetic self-starter with a strong, disciplined drive for results and success, who has a sense of purpose and can guide issues to beneficial conclusion; and
- Excellent interpersonal and communications skills; warm, genuine, and approachable.

**Contact**

Russell Reynolds Associates has been exclusively retained for this search. Prospective candidates are invited to submit application materials to the following address [ATTPAC@russellreynolds.com](mailto:ATTPAC@russellreynolds.com). All inquiries and discussions will be considered strictly confidential.

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## Appendix: The Dallas Arts Community

The city of Dallas is home to more than 100 diverse non-profit arts and cultural organizations. The city has a strong history of private philanthropy that supports historic institutions, emerging arts groups, and artists. The arts sector is a strong economic driver for Dallas. In the 2015 Arts and Economic Prosperity Study, the arts community in the city of Dallas alone generated an \$891M economic impact, supporting 33,000 jobs.

During Covid, this community reported economic losses of more than \$95.5M, more than 1,000 jobs and 3 million in lost attendance. However, the community forged strong collaborative relationships to support each other, reopen venues and successfully advocate to sustain funding from the City and State.

The City of Dallas is a strong partner of the arts community through its Office of Arts and Culture. The community is strongly supported by the mayor and Dallas City Council who value the cultural, economic, tourism, and quality of life benefits the sector brings to Dallas.

In 2018, the City Council unanimously approved a new comprehensive roadmap for the arts, *The Dallas Cultural Plan*. This will guide the city over the next decade in building an even more vibrant, economically healthy, and equitable artistic ecosystem. This year-long effort was the result of input from nearly 9,000 Dallas residents – including artists, audiences, donors, and educators - who came together to share their priorities and aspirations for the arts. Coupled with this citywide civic engagement, research and analysis of a leading team, led by Lord Cultural Resources, bcWORKSHOP, HR&A Advisors, and Idyllic Interactive, helped determine and prioritize the strategies of the Cultural Plan. The AT&T Performing Arts Center was a collaborative partner in the development of this plan.

The Plan describes the major needs identified in the process:

- Distribute citywide resources equitably
- Increase support for, and understanding of, ethnic, cultural, and racial diversity
- Focus public resources on organizations as well as buildings
- Coordinate and centralize communication
- Build opportunities for economic sustainability
- Harness the value of neighborhoods while preserving the culture of those neighborhoods
- Address the need for spaces throughout the city to experience arts

For more information about the plan, please visit: <http://dallasculturalplan.com/>.