



Chief Revenue Officer
Pittsburgh Cultural Trust
Pittsburgh, PA

THE SEARCH

The Pittsburgh Cultural Trust (the Trust), one of the nation's premier arts presenters and a transformative catalyst in the city of Pittsburgh, seeks an inaugural chief revenue officer (CRO). Founded in 1984, the Trust presents an unparalleled array of world-class performing and visual arts, provides comprehensive educational experiences, and stewards Pittsburgh's Cultural District as a nationally acclaimed model of economic revitalization through the arts. Lauded as "the single greatest creative force in Pittsburgh," the Trust has played a pivotal role in transforming the Steel City into a vibrant cultural hub where the arts can truly flourish.

The Trust and the 14-block Cultural District it administers have successfully created a vibrant center for culture, art, food, and community in downtown Pittsburgh and provide a home for a broad range of performance groups and numerous resident companies. Approximately two million people visit the Cultural District each year to enjoy over 1,500 world-class performing arts events and visual arts exhibitions. The Trust employs 130 full-time and between 400 and 500 part-time staff, and its FY2023 revenue totals \$62 million. The Trust also manages 1.2 million square feet of real estate and provides core support services to its multiple partner organizations in the District. The Trust represents a trailblazing model of how public-private partnerships can reinvent a city with unmatched authenticity, innovation, and creativity.

As a new role for the Trust, the chief revenue officer (CRO) is a unique and transformative leadership opportunity to drive strategic and mission-aligned revenue growth for one of the country's largest presenting organizations. It also represents a bold evolution in how a major arts and cultural organization approaches growth and sustainability. Reporting directly to the Trust's president and chief executive officer, and working in partnership with a dynamic and collaborative senior leadership team, the CRO will lead both marketing and guest services teams, growing ticket revenue and patron loyalty, while spearheading innovative revenue initiatives beyond ticket sales—such as patron loyalty programs, parking, facility rentals, and concessions—while ensuring an exceptional guest experience. This role offers the chance to shape revenue generation, leveraging data analytics and digital marketing strategies to

unlock new and enhance existing streams of income. The ideal CRO will be a collaborative leader who inspires high-performing teams, fosters cross-departmental alignment, and navigates complex partnerships to maximize impact and support the Trust's mission and community impact.

ABOUT THE TRUST

History

After several decades of deindustrialization and economic decline, Pittsburgh began to transform in the 1980s and '90s into a hub for healthcare, education, technology, and the arts. Much of this development, Pittsburgh's "third renaissance," can be traced to H.J. "Jack" Heinz II, CEO of the H.J. Heinz Company and co-founder of the Pittsburgh Cultural Trust. Mr. Heinz envisioned a colossal transformation that would turn Pittsburgh into a thriving center of world-class art and entertainment. His vision was two-fold: the arts could catalyze economic, commercial, and residential development of downtown Pittsburgh while also enriching the quality of life for residents and visitors alike. When other U.S. cities abandoned their respective downtowns for strip malls and big box stores, Pittsburgh preserved its historical significance and became a national model of urban redevelopment through the arts, largely thanks to the leadership of the Pittsburgh Cultural Trust.

The Trust Today

Today, the Trust is a unique, complex, and multifaceted nonprofit that presents diverse artistic and educational programming, manages downtown Pittsburgh's Cultural District, and collaborates with and supports affiliated arts organizations in the community. The Trust is also one of downtown Pittsburgh's largest property owners. This was accomplished through its purchase and renovation of numerous historic theaters, construction of new performance venues, acquisition of smaller arts organizations needing support, development of urban parks and riverfront recreation spaces, and tactical purchases of numerous empty downtown storefronts to preserve them and ensure their future development.

Programming and Education

The Trust presents an array of arts programming, including touring Broadway, dance, musical theater, live music of every genre, talks and poetry, cinema, magic shows, comedy shows, and more. The Trust also operates five galleries showcasing a rotating schedule of exhibitions by regional, national, and international artists; maintains an expansive program of outdoor public art installations; and offers an array of educational workshops to children, teens, college students, adults, educators, and schools. To learn more about the Trust's programming and to view its calendar of events, please see [here](#); to view its visual arts offerings, please see [here](#); and to view its educational programs, please see [here](#).

Pittsburgh Cultural District

The Cultural District spans 14 square blocks in downtown Pittsburgh and is one of the country's largest land masses "curated" by a single nonprofit arts organization. Pittsburgh diverges from other cities that house cultural activity within a single performing arts center. Instead, the Cultural District features an array of world-class theaters, engaging art galleries, inspiring public parks and art installations, riverfront recreation spaces, renowned restaurants, and diverse retail stores. These spaces are home to live entertainment, contemporary music, modern dance, visual art, theater, classical music, opera, ballet, popular musical theater, film, and more. Some of this programming is presented by the Pittsburgh Cultural Trust itself and some by other organizations that call the District home, including the Pittsburgh Ballet Theatre, Pittsburgh Civic Light Opera, Pittsburgh Opera, Pittsburgh Public Theater, Pittsburgh Symphony Orchestra, and the August Wilson African American Cultural Center. The District is also home to the city's High School for Creative and Performing Arts. For a list of the Trust's properties, venues, and programming divisions, please see [here](#).

Tessitura

The Trust holds the master license for [Tessitura](#), a shared customer relationship management and ticketing system. Tessitura is used by the seven organizations within Shared Services, as well as five other arts organizations in the area. The Pittsburgh installation of Tessitura generates \$125 million in transactions each year and is the world's largest multi-organization user of the platform.

The Future

Scheduled to open in 2026, [Arts Landing](#), a new outdoor civic space envisioned by the Pittsburgh Cultural Trust and designed by the renowned landscape architecture firm Field Operations, promises to be one of the most transformative projects in the cultural district in 25 years. This creatively designed and community-focused four-acre destination will welcome residents and visitors, host festivals and performances, exhibit public art, and provide opportunities for everyday recreation and relaxation. Its Great Lawn, bandshell, garden walk, family play area, flexible event space, and public restrooms will serve an evolving downtown for years to come.

Organizational Details

The Pittsburgh Cultural Trust is a 501(c)(3) nonprofit organization headquartered in Pittsburgh, Pennsylvania. The Trust's FY2023 operating revenue totals \$62 million, its operating expenses total \$62 million, and its assets total \$220 million. Over 80 percent of the Trust's operating revenue is earned, while 20 percent is derived from fundraising. The Trust manages 1.2 million square feet of real estate and is one of the largest property owners in downtown Pittsburgh.

The Trust employs 130 full-time and between 400 and 500 part-time [staff](#) and is supported by a committed group of over 500 volunteers. The Trust works with five unions representing the following groups:

stagehands, operating engineers, ticket sellers, wardrobe, and wigs and makeup. Twenty-three of the Trust's staff are required by the union contract.

The Trust is governed by a 52-member board of trustees, of which 39 are term trustees. The board chairs of the Cultural District member organizations and the mayor, city council president, and county executive are *ex officio* members. The board meets five times a year, while the executive committee of the board meets six times a year. The Trust is also supported by several advisory boards without fiduciary responsibility. For more information on the Trust's boards, please see [here](#).

Leadership

In early 2023, distinguished arts and culture leader Kendra Whitlock Ingram assumed the presidency of the Pittsburgh Cultural Trust from long-time leader J. Kevin McMahon, who had served as president of the organization for over 20 years. Prior to her arrival at the Trust, Ingram served as the executive director of the Newman Center for the Performing Arts at the University of Denver, vice president of programming and education at the Omaha Performing Arts Center, and most recently as the president and CEO of Milwaukee's Marcus Performing Arts Center, a nonprofit arts presenter quite similar in mission to the Trust.

Since her arrival, Kendra has positively restructured the organization and built a dynamic executive team, adding three new roles (chief administrative officer, chief programming and engagement officer, and chief financial officer) over the last few years. The addition of the chief revenue officer represents another opportunity for innovation to take the Trust to new heights.

ROLE OF THE CHIEF REVENUE OFFICER

In this transformative inaugural role for the Trust, the chief revenue officer will report to the president and will be responsible for generating revenue of \$30 - \$35 million and overseeing the marketing (13 FTEs) and guest services (15 FTEs) teams. They will be a close partner to the president and the senior leadership team, expanding, identifying, and implementing revenue-generating initiatives for the Trust.

KEY OPPORTUNITIES AND CHALLENGES FOR THE CRO

In planning for this moment of transition, the next CRO should be well prepared to address the following priorities:

Serve as a partner and advisor across the organization, strengthening revenue lines and identifying new revenue streams to support the Trust's mission and growth

This is a newly created and pivotal role for the Trust that will build upon the organization's legacy and stellar reputation while simultaneously invigorating it with strategic and forward-looking revenue

generation strategies. Upon arrival, the CRO will first enhance strategies to drive sales and patron loyalty through ticketing (subscriptions, group sales, single tickets), concessions, event rentals, and parking. Then they will innovate and identify new avenues of growth, working in coordination with the PCT staff. In essence, the CRO will be an enthusiastic ambassador internally and externally, focusing on opportunities that align with industry best practices.

Inspire, lead, and manage the Marketing and Guest Services teams

This role requires a strategic leader who can ensure the seamless integration and coordination of marketing and guest services. The CRO will provide leadership of all marketing strategy, execution, and evaluation in order to build awareness of the Trust, its mission, and its impact on the broader community, including ticket sales, advertising, promotion, publications, and social media strategy. In guest services, the CRO will work to optimize ticketing platforms, leverage dynamic pricing strategies, and improve sales and distribution channels. While being strategically focused, the new CRO will be comfortable rolling up their sleeves to engage in the Trust's day-to-day operations, driving system improvements, and ensuring the efficient execution of processes.

Effectively build and support a high-performing team, creating collaboration and cohesion across the organization

The CRO will invest in a broad range of supports for staff and implement a plan for staff career and leadership development. A change-management leader, the CRO will be intentional about building teams, improving organizational collaboration and community, dismantling silos, and fostering a results-oriented, accountable, and agile environment for all staff. The CRO will set ambitious and measurable goals for their teams while leading and inspiring the organization to think holistically about how revenue generation supports and enhances work across the organization.

Leverage the use of data analytics

The CRO will play a critical role in leading the Trust's adoption and integration of data analytics capabilities. This involves investing in industry-leading technology platforms, developing dashboards that provide real-time insights, and setting key performance indicators (KPIs) to guide decision-making across the organization. They will also sharpen the Trust's focus on audience behavior and development, forecasting, dynamic pricing, and demand creation practices and trends through a data-informed lens and will champion a culture of data-driven decision-making in every aspect of their work. The CRO will be able to provide quantitative evidence to colleagues and stakeholders to help them better understand the field's current and future landscape, communicating its impact on decision-making.

QUALIFICATIONS AND CHARACTERISTICS

The chief revenue officer will bring many of the qualifications, professional experiences, and personal attributes:

- Proven track record of growing revenue through new and enhanced product development, marketing, branding, and partnerships.
- A strong understanding of ticket sales, demonstrating expertise in various aspects of the arts and/or entertainment.
- A background in performing arts centers, hospitality, entertainment, and/or sports marketing is welcome.
- Direct leadership in sales strategy.
- Orientation towards the organization's mission.
- A track record of creative and entrepreneurial management, and the ability to lead, mentor, and motivate staff.
- Highly developed analytical skills, with the ability to drive effective use of data.
- Experience with both quantitative and qualitative metrics to measure programs, efforts, and initiatives.
- Strong background in marketing, including content creation, distribution, and audience engagement.
- Fluency with digital marketing and social media, a key part of a comprehensive marketing strategy.
- Demonstrated success leading within a large, complex, decentralized organization; experience assessing processes and systems in place, and stewarding successful organizational change.
- Expertise in translating a vision and strategy into a practical plan, with concrete implementation methods and anticipated outcomes.
- Expertise in building and sustaining collaborative networks and working effectively in partnership with various internal and external groups.
- Personal and professional commitment to and experience meaningfully advancing diversity, equity, accessibility, inclusion, and cultural competence within an organization.
- Ability to partner with an enterprising president and chief executive officer, an experienced senior staff, and a deeply committed board and community.
- Proven experience with dismantling silos and promoting a collaborative environment.
- Proven experience enhancing the quality of customer service and the efficiency of operations.
- Outstanding written and verbal communication skills.

COMPENSATION AND LOCATION

The anticipated salary for this position is between \$220,000 and \$240,000 annually, commensurate with the successful candidate's experience.

Residing within a daily commutable distance of Pittsburgh is essential. Relocation support will be provided if necessary.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent to the search team via the Isaacson, Miller website:

Ben Tobin, Partner
Jonathan Sanchez, Senior Associate
Isaacson, Miller

<https://www.imsearch.com/open-searches/pittsburgh-cultural-trust/chief-revenue-officer>

The Pittsburgh Cultural Trust is an equal-opportunity employer. All applicants are considered for employment without attention to race, color, age, religion, sex, sexual orientation, gender identity, ethnicity, national origin, veteran, or disability status.