



**Search for the Executive Director
Brookline Music School
Brookline, Massachusetts**

THE SEARCH

Brookline Music School (the School), seeks an extraordinary leader who is passionate about music and community to serve as its next Executive Director (ED). This leader will have the opportunity to oversee the oldest and largest cultural institution in the town of Brookline, Massachusetts. With its centennial anniversary approaching, the Brookline Music School is at a milestone point in its 99-year history, an auspicious launching pad for a new Executive Director to begin their journey as the chief executive and ambassador for the School. Brookline Music School is a musical community whose mission is to awaken and nurture the joy of learning, playing, and listening to music and to create a welcoming musical community for all ages, abilities, and interests. The new Executive Director will be instrumental in the enrichment and growth of the School's mission.

While already an established music school in the community, Brookline Music School is at a critical inflection point to strengthen and expand its presence for the next 100 years. The Executive Director will have the opportunity to develop and execute strategies to further the mission and vision of the School, as a highly desirable option for students of all ages to embrace their love and passion for music. The ED drives the strategic direction and initiatives of The School; oversees programming and curricular offerings, enrollment management, and overall operations; grows the public reputation and relationships in and beyond the Brookline community; and expands philanthropic support. The ED reports to the Board of Directors and is responsible for the recruitment, retention, and development of Brookline Music School's central staff, including their six direct reports, and faculty.

Brookline Music School has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications should be directed in strict confidence to the firm as indicated at the end of this document.

ABOUT BROOKLINE MUSIC SCHOOL

Brookline Music School, a private, nonprofit community school for the arts, is the oldest and largest cultural institution in Brookline, Massachusetts. Founded in 1924 by the Public Schools of Brookline, the School became a private organization in the 1940s and was incorporated as a private, nonprofit school in 1967. In 1994, following a successful capital campaign, the School moved into its permanent home in the Hill-Kennard-Ogden House. Brookline Music School constitutes a unique model of cooperation between public and private sectors. Its original purpose was to enhance the Public Schools of Brookline orchestras by providing music lessons to the children of Brookline after hours on school premises.

Brookline Music School offers private instruction seven days a week to approximately 700 students of all ages. The School is known for its dedicated faculty and strong teacher-student relationships. Individualized attention is an important focus at the School, beginning with the initial enrollment process and placement of each student with a thoughtfully chosen teacher. Brookline Music School is open year-round, and students may continue private instruction throughout the summer with flexible scheduling. Students may also select from a variety of summer classes and workshops. The School offers a myriad of classes for young children such as Music Play (ages newborn – 3), Move, Sing, Drum! (ages 4 – 5), Instrument Discovery (ages 5 – 6), and Meet the Instruments (ages 6 – 9), to name a few.

With approximately 70 faculty at Brookline Music School, they are among the best and most experienced in New England, holding advanced degrees from the world's finest conservatories and universities, performing as soloists and collaborators, and bringing years of experience and a commitment to teaching at the highest levels. Faculty members may offer studio classes to foster community and camaraderie among students who study with the same teacher. During studio classes, participants have the chance to perform for one another, share their process on specific musical projects, and offer feedback and encouragement to their peers in a supportive environment.

Performance Ensembles at Brookline Music School also offer students the unique chance to work together in a social, collaborative atmosphere to sharpen their musical skills and have fun. Ensemble work requires members to listen carefully to themselves and each other, building a strong sense of rhythm and meter, and a keen ear for intonation, articulation, and dynamics. Students of classical chamber music will be exposed to new composers, forms, and styles that will expand their musical imagination and knowledge. Jazz, pop, and rock ensembles allow endless group combinations and stylistic possibilities for instrumentalists and singers alike. Placement in an ensemble is based on an informal placement audition. Each group receives weekly coaching with one of the distinguished faculty members. Some examples of ensembles offered at the School include Beginner Jazz/Rock, Youth Chamber Music, Adult Chamber Music, and Cinema Jukebox.

In addition to private and group lessons, performance ensembles, and classes for young children, the School offers a selection of Movement and Dance courses, as well as Music Therapy. Brookline Music School's Movement & Dance Program explores kinesthetic creativity by using movement, music, props,

games, and play to develop and link students' learning into complex dance moves and phrases. Brookline Music School offers music therapy to people of all ages and abilities. Music therapy is the clinical and evidence-based use of music interventions to accomplish physical, emotional, cognitive, and social goals.

Brookline Music School works to collaborate with and give back to the Brookline community at large and beyond. The School provides music to audiences of many different ages and supports musical activities in the community through:

- Faculty and student outreach concerts, drum circles, and music therapy groups at senior living facilities
- Concerts and educational sessions in partnership with Brookline Teen Center
- Partnership with Arts Brookline for an outdoor community concert series and Brookline Porchfest
- Cinema Jukebox series in partnership with the Coolidge Corner Theatre
- Hosts the Brookline Symphony Orchestra's Concerto Competition at Brookline Music School
- Community performances at local venues including the Brookline Farmer's Market, Brookline Booksmith, and The Street

A dedicated and active volunteer Board of Directors governs the school. The Board is composed of professionals from a variety of fields, all actively contributing to the school's ongoing well-being for future generations. In conjunction with the Executive Director, the Board regularly reviews the school's mission and educational commitments and ensures the financial sustainability of the school which currently operates at about \$2 million dollars annually.

ABOUT BROOKLINE, MASSACHUSETTS

Located four miles from downtown Boston, in Norfolk County, Brookline is one of the largest towns in New England. It is primarily a suburban, residential community with urban characteristics. The first European settlements were established during the early 1600s and the area was known as the Hamlet of Muddy River. In 1705 it was incorporated as Brookline. The name was given due to the brooks that established the town borders with the former towns of Roxbury and Brighton which are now included in the city of Boston.

The Town of Brookline is a safe and highly desirable place to live due to its proximity to job opportunities, excellent public transportation and school systems, and livable neighborhoods that balance green space, historic preservation, and outstanding commercial services. Surrounded by the City of Boston on three sides, Brookline consists of roughly six square miles of land. In addition to Brookline Music School, Brookline has a thriving arts & entertainment scene including Coolidge Corner Theatre, Brookline Arts Center, Puppet Showplace Theatre, Larz Anderson Auto Museum, International Paper Museum, Longyear Museum, and more. For the last 43 years, Brookline has been home to the Coolidge Corner Arts Festival which draws artists, craftspeople, and artisans from around the Northeast.

ROLE OF THE EXECUTIVE DIRECTOR

The Executive Director of Brookline Music School is the chief executive of the organization and reports to the Board of Directors. The ED will be a mission-driven leader with proven success in developing and executing strategies to meet the needs of an in-demand community music school. To that end, the ED will play a pivotal role in aligning the mission and vision of Brookline Music School. This includes providing exceptional organizational- and change-management to the faculty and staff and representing the organization externally to develop strong bonds with existing partners in the Brookline community. Additionally, the ED will foster new partnerships, and steward fundraising opportunities.

The ED is responsible for the supervision and development of Brookline Music School's administrative staff, including the Director of Finance and Administration, Marketing and Communications Manager, Director of Education, Operations Manager, Coordinator of Classes for Young Children, and Education and Development Associate. To uphold and exemplify its mission to awaken and nurture the joy of learning, playing, and listening to music in people of all ages and levels in a friendly and engaging community, the Executive Director must demonstrate a dedication to equity, diversity, inclusion, and access.

KEY OPPORTUNITIES AND CHALLENGES FOR THE EXECUTIVE DIRECTOR

Lead the development of a unifying vision for the future that honors Brookline Music School's history and sets a progressive outlook for expansion in the community

The ED will provide inspirational and collaborative leadership, harnessing the momentum of the 100-year anniversary to further an ambitious vision alongside a dedicated community of faculty, staff, board members, and partners. They will bring an inclusive approach to strategic planning, both honoring the organization's distinctive history as a community music school and identifying opportunities for thoughtful and strategic growth to advance the organization's mission and impact. The ED will identify, develop, and implement key initiatives which will increase enrollment and access to private and group lessons, classes, performing ensembles, workshops, and events aimed at the Brookline community.

Strengthen the organizational infrastructure to support growth

While leveraging the institutional knowledge of its administrative staff and faculty members, the Executive Director will ensure organizational effectiveness through streamlined and clear processes. They will assess the current organizational structure and make any changes to meet the coming needs of the school. The ED will also need to assess the faculty staffing model as it relates to student demands for a given instrument, practice time, specialty, or skill. They will provide professional development opportunities and other incentives to attract and retain talented faculty and staff.

Strengthen and develop new relationships in the community to broaden impact and ensure the school's fiscal sustainability

In order to enhance the school's service to the community, the ED will be a visible and active leader in Brookline and will utilize a focused approach to expand local partnerships with community organizations and schools to create a strong pipeline for new students of all ages. By telling the School's story and that of the student experience, they will expand foundation, corporate, and individual philanthropic support.

QUALIFICATIONS AND CHARACTERISTICS

While no one person will embody all of them, the successful candidate will exemplify many of the following qualifications and attributes:

- Demonstrated business savvy in developing a strategic vision and growth for a non-profit organization and the administrative expertise to execute that vision in a pragmatic and inspirational way;
- Ability to build, retain, coach, and energize staff, manage and develop high-performance teams, and set measurable strategic objectives;
- Exemplary organizational- and change-management leadership skills, with a strong emphasis placed on work within a school, member association, arts-focused non-profit, or leadership position within an allied field;
- Experience defining clear roles and responsibilities, establishing transparent decision-making processes and channels, laying out plans with key metrics and deliverables, and executing against those deliverables;
- Successful track record of working with a Board of Directors;
- A record of building and maintaining external relations with community members, organizations, businesses, associations, etc., and advancing an organization's public profile and reputation;
- A galvanizing and clear communication style in diverse settings, the ability to listen well and to be able to lead decisively at the moments when decisions are needed;
- Unwavering commitment to high-quality education and programming for students of all ages;
- Ability to advance enrollment and retention within a school or membership organization;
- Experience with faculty recruitment and development, including sensitivity to the unique needs of a diverse community of practicing professionals;
- Successful experience or demonstrated potential in fundraising and development activities;
- Strong marketing and communications skills;
- An ambassador who is passionate, idealistic, positive, self-directed, mission-driven, and possessing fearless integrity and a collaborative spirit;
- Demonstrated personal and professional commitment to and experience in advancing diversity, equity, inclusion, and access;

- A background in and/or a passion for music, music performance, and/or performing arts are a plus;
- An undergraduate degree from a 4-year college or university is required.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Brookline Music School is engaged in a national search for candidates. Screening of complete applications will begin immediately and continue through the completion of the search process. Inquiries, nominations, and referrals should be sent via the Isaacson, Miller website. Interested applicants are required to send a letter of interest addressing the opportunities and challenges described above as well as a current resume to the web address below.

Phillip Petree, Partner (he/him/his)
Stephen Kalogeras, Associate (he/him/his)
Ryan Smillie, Senior Search Coordinator (he/him/his)
Isaacson, Miller
[Search Web Page](#)

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