



**PennState**

**CENTER FOR THE  
PERFORMING ARTS**

**Director, Center for the Performing Arts**  
University Park, Pennsylvania

## **THE SEARCH**

The Center for the Performing Arts (CPA or the Center), the performing arts and presenting unit of The Pennsylvania State University (Penn State), seeks a charismatic and collaborative leader to serve as its next Director. With an illustrious reputation that has positioned it well for the future, the Center for the Performing Arts serves as one of Pennsylvania's major cultural resources.

The Center for the Performing Arts is a national leader in presenting a diverse program of music, dance and theater performances, developing and presenting education and engagement programs, and commissioning new work. The mission of the Center is to provide a context, through artistic connections, to the human experience. By bringing artists and audiences together the Center sparks discovery of passion, inspiration, and inner truths, serving as a motivator for creative thinking and examination of our relationship with the world. CPA partners with the academic departments and engages the campus community to celebrate the arts with high-quality programs; it also provides the communities of central Pennsylvania with compelling educational and artistic experiences. In all of its activities, the CPA supports the educational aims of the institution and serves the residents of the state and region.

Drawing on the resources of a leading research university and distinguished as one of the nation's leading university presenters, the Center presents over 30 performances a year. Reporting to the Dean of the College of Arts and Architecture, the Director is responsible for defining CPA's artistic and strategic direction and oversees a team of 26 full-time staff, and an annual operating budget of over \$4.8 million.

Penn State seeks a Director who will embrace the opportunity to develop a distinctive vision for the Center, building on CPA's record of excellence and impact. The Director will be expected to rally the campus and community, marshalling resources to support CPA. The Director will seize the chance to strengthen artistic and academic connections across the University, support the work of departments and faculty, and conceive of initiatives that complement and integrate the student experience. On campus, the Director will be a valued colleague and partner to faculty and administrators, aiding and amplifying the impact of their efforts. Off-campus, the Director will work attentively to deepen relationships with area schools, community groups, and civic leaders, thereby fostering meaningful programs that are compelling, relevant and inclusive, and that resonate with and attract the diverse audiences of the region.

Penn State has retained Isaacson, Miller, an international executive search firm, to assist in conducting this important search. All inquiries, applications, and nominations for this opportunity should be directed to the search firm, as indicated at the end of this document.

## THE PENNSYLVANIA STATE UNIVERSITY

The Pennsylvania State University is a land-grant Research I university with campuses and facilities throughout Pennsylvania. Founded in 1855 as the Farmers' High School of Pennsylvania, and later known as the Pennsylvania State College, Penn State conducts teaching, research, and public service. Its instructional mission includes undergraduate, graduate, professional, and continuing education offered through resident instruction and online delivery.

The University Park campus is the flagship for the university, along with 20 commonwealth campuses across the state serving undergraduate and graduate students and five specialized campuses offering law, medical, graduate and technical programs. The University Park campus is the first choice for many applicants and is, therefore, the most selective campus at Penn State. During the fall 2019 semester, approximately 40,750 undergraduate students and 7,000 graduate students were enrolled at University Park, while an additional 27,300 undergraduate and 865 graduate students were enrolled at commonwealth campuses. Students admitted to a commonwealth campus have the option to transition to the University Park campus to finish the last two years of their degree.

Across all campuses, Penn State offers more than 160 undergraduate majors and many more graduate and certificate programs. With a total enrollment of roughly 91,000, the University is one of the largest in the world. Penn State's alumni base also continues to rapidly grow and expand with more than 22,000 degrees awarded annually. The number of living alumni currently stands at approximately 700,000; these alumni hail from all 50 U.S. states and more than 160 countries across the globe.

Penn State is currently engaged in an ambitious fundraising campaign, *A Greater Penn State for 21st Century Excellence*, with a goal to raise \$2.1 billion by June 30, 2021. Having already surpassed the \$1 billion mark in April 2019, Penn State is among only 11 institutions nationwide to secure \$1 billion or more in three separate fundraising campaigns. The current campaign builds upon the success of Penn State's two preceding campaigns which raised \$1.37 billion and \$2.16 billion in 2003 and 2014, respectively. As of March 31, 2020, the campaign has reached more than 65 percent of its goal.

Fundamental to the University and its strategic plan is Penn State's priority in advancing the arts and humanities. Like its strongest peers, Penn State has vibrant arts and humanities programs that are meaningful to its students and the broader community. A cornerstone of Penn State's strategic plan highlights the arts and the University embraces the vital role of the arts and humanities, utilizing them—along with the sciences and other disciplines—as agents of change in addressing complex global issues.

More information about the Pennsylvania State University may be found here: [psu.edu](https://psu.edu).

## THE COLLEGE OF ARTS AND ARCHITECTURE

The College of Arts and Architecture at Penn State is a comprehensive arts community including academic programs in music, theatre, visual arts, graphic design, art history, architecture and landscape architecture. The college is committed to artistic and scholarly creativity, research and the preparation of specialized practitioners in all of the arts and design disciplines, along with community engagement in its programs. There are approximately 1,450 graduate and undergraduate students enrolled in the college.

The college offers undergraduate and graduate programs in the [Department of Art History](#), the H. Campbell and Eleanor R. [Stuckeman School of Architecture and Landscape Architecture](#), the [School of](#)

[Music](#), the [School of Theatre](#) and the Penn State [School of Visual Arts](#). The college also includes the [Center for the Performing Arts](#), the [Palmer Museum of Art](#), [Penn State Centre Stage](#) and [Penn's Woods Music Festival](#), which serve as important cultural resources that provide educational outreach programs for Penn State and area communities. In addition, the college is home to a number of research centers and institutes, which help to foster a vibrant culture of inquiry that promotes excellence within the arts and design disciplines, while at the same time leveraging the potential of a comprehensive research university. The college is housed in sixteen buildings on the University Park campus. It includes performance spaces, gallery/exhibition spaces, a lighting and design lab, computer labs, special subject libraries, specialized studios and a stage lighting archive.

The College is led by Dean B. Stephen Carpenter II, who assumed the role in January 2020. Prior to serving as Dean, Carpenter was a professor of art education and African American studies and interim director of Penn State's School of Visual Arts. Dean Carpenter, who earned his master of education and doctoral degrees in art education from Penn State, joined the School of Visual Arts (SoVA) faculty in 2011. He is co-director of the [SoVA Studio for Sustainability and Social Action](#), which received a Penn State [Strategic Initiative Seed Grant](#) for 2019-21; is chief executive artist for Reservoir Studio; and co-director of the [Summer Institute on Contemporary Art](#), a professional development workshop for preK-12 teachers.

More information about the College of Arts and Architecture can be found here: [artsandarchitecture.psu.edu](http://artsandarchitecture.psu.edu)

## **CENTER FOR THE PERFORMING ARTS**

Penn State and the Center for the Performing Arts has a long-standing history of presenting the world's leading artists to the community. Under the inspired leadership of Albert W. Christ-Janer, first director (1956–1958) of Penn State's School of the Arts, the Center for the Performing Arts began as the Artists Series in September 1957. With a grant from the Penn State Board of Trustees and with the enthusiastic support of students, faculty, and administration, an appointed committee (including individuals from various disciplines) initiated the series as an extension of the education program.

Nina Brown, the first director (1957–1985) of the Artists Series, saw that the program's mission strived to enrich the lives of students and community members with programs for both the novice and the knowledgeable. Those programs included everything from traditional to experimental and fledgling to famous.

In 1974, Penn State opened the doors to its new University Auditorium, which was renamed Milton S. Eisenhower Auditorium in 1977. The Artists Series moved the majority of its performances to the new venue, which allowed for the expansion of its programs. Those new programs included touring Broadway musicals, additional family shows, and expanded educational activities.

In 1985, the Artists Series moved the majority of its administrative, marketing, ticketing, and development from Pine Cottage to Eisenhower (where all offices are now). During that same year, the Artists Series merged with Auditorium Management (which included production services, house management, parking, and ticketing) to create the Center for the Performing Arts at Penn State.

Today, the Center for the Performing Arts presents over 30 performances a year, and engages over 80 events annually in their supported venues, hosting over 66,000 attendees, of which 32% are Penn State students. CPA has partnered with and hosted internationally acclaimed artists such as Yo-Yo Ma, The

Lincoln Center Jazz Orchestra with Wynton Marsalis, Itzhak Perlman, Ballet Hispanico, Maria Schneider Orchestra and Urban Bush Women. CPA has commissioned works from classical music, jazz, opera and dance artists, and helped to develop new work through residencies. As part of Penn State teaching, research, and service mission, CPA is engaged in research, led by a scholar-in-residence. In addition to its campus engagement, CPA is closely connected to school children throughout central Pennsylvania integrating the arts in the classroom. Ever-changing and growing, the Center for the Performing Arts stands as one of Pennsylvania's major cultural resources and continues to be a nationally recognized commissioner of artistic works. As recognition of their work, CPA has been the recipient of three grants from The Andrew W. Mellon Foundation for two projects: "The Reflection Project: Looking at who WE ARE" and "The Classical Music Project".

Closed for renovation in Fall 2020, Eisenhower Auditorium, with a seating capacity of 2,500, is CPA's primary theatrical performance space and hosts almost 200 events each year. Most of the events presented by the Center for the Performing Arts occur on the Eisenhower stage. The Center also presents performances at other University Park venues, including Schwab Auditorium, a mid-size proscenium that seats 800, and the Pasquerilla Spiritual Center. CPA manages the box office and ticket sales enterprise for the whole college.

More information about the Center for the Performing Arts can be found at: [cpa.psu.edu](http://cpa.psu.edu)

## **ORGANIZATION, GOVERNANCE, AND FINANCE**

The work of the Center for the Performing Arts is enabled by 26 full-time staff and a cadre of part-time staff, student employees, and volunteers. The Director's senior team includes the Assistant Director, Finance Director, Associate Director of Development, Sales and Development Services Director, Marketing and Communications Director, and the Audience and Program Development Director. The Center for the Performing Arts is supported by a 24-member Community Advisory Council that is dedicated to strengthening the relationship between the center and the community.

The operating budget of the Center in FY2019 was \$4.8 million split approximately between earned income (42%), development income from contributions (16%), and university support (42%). The organization's expenses can be broadly categorized as programming and events, engagement, and administration.

## **LEADERSHIP TRANSITION**

George Trudeau, Director of the Center for the Performing Arts at Penn State since 2004 and an associate clinical professor in the College of Arts and Architecture, announced his retirement, effective at the end of the calendar year.

Under Trudeau's leadership, the Center for the Performing Arts significantly elevated its national profile for programmatic excellence and leadership in the arts, driven by substantial increases in foundation and philanthropic support. Trudeau has overseen growth of the Center's partnerships across the University and central Pennsylvania, resulting in an ever-expanding scope of artistic residencies, academic relationships and engagement programs.

Over 16 seasons, Trudeau has curated the Center's presentation of world-renowned performing artists and companies representing a broad range of artistic genres and cultural traditions. Highlights of his record of programmatic excellence include week-long runs of major Broadway productions, rotating engagements by Apollo's Fire and Tafelmusik, two Banjo Summits, cycles of Beethoven quartets and trios, a celebration of American dancemaker Paul Taylor and a growing partnership with the Jazz at Lincoln Center Orchestra with Wynton Marsalis, among many other artistic milestones.

## **DIRECTOR OF THE CENTER FOR THE PERFORMING ARTS**

As the head of a large and complex unit, the Director plays a strategic and unifying role. The Center for the Performing Arts seeks a leader who is passionate about the organization's mission and legacy, committed to its high standards of excellence and innovation, and thoughtful about its future potential. The Director must ensure that CPA fulfills artistic, academic, and business requirements. The position calls for visionary leadership, an understanding of the mission and potential of the Center, and effective partnership with leaders in the Dean's office, the colleges, and community.

The Director will be an inspiring and inclusive leader, with the ability to motivate staff, the advisory council, donors, and stakeholders throughout the University and the global artistic community. Externally, the Director serves as the public face for the organization, brings a sophisticated knowledge of audience interest, and cultivates and nurtures the Center's relationship with local, regional, and national arts entities. Internally, the Director inspires and mentors, fosters individual enthusiasm and confidence, and ensures effective teamwork and communication. In line with the Penn State's strategic plan, being a diverse, equitable, and inclusive community is critical to the institution's excellence as an educational, research, and entrepreneurial university. The Director is a member of the College Advisory and Leadership Council along with the Director of the Palmer Museum of Art, department heads, school directors, and assistant and associate deans.

## **OPPORTUNITIES AND CHALLENGES**

The Director will be empowered and expected to:

***Develop and communicate an inspiring vision that is inclusive, innovative, and sustainable.***

The next Director will be expected to work with CPA staff to define and implement a vision that unifies CPA activities, connects with the campus and community, and increases audience interest. Historically, the Center has engaged diverse audiences with offerings that appeal to a wide range of tastes and sensibilities. The Director will be expected to think expansively about programming and build on CPA's historical strengths, anticipate and adapt to changing practices and trends, and execute with distinction. The Director will make certain that the vision aligns with the Center's resources; establishes clear goals; tracks progress; and adapts as required.

***Strengthen the Center for Performing Arts' connection to the University.***

The Center for the Performing Arts has a long history of collaborating with Penn State faculty members to create experiences that enhance student learning. While CPA has developed fruitful relationships with faculty and departments, particularly in the College of Arts & Architecture, there is strong appetite for more partnerships across CPA's entire portfolio. There is significant opportunity for CPA to collaborate

more closely with various arts and non-arts-focused units on campus. In conjunction with the scholar-in-residence, the Director will be an advocate for and strengthen the research function at the CPA, involving the arts, student engagement, and engaged scholarship. The next Director will be charged with cultivating a spirit of collaboration throughout the Center, one that offers curatorial expertise to complement the academic enterprise, welcomes faculty input, and supports the curriculum of the academic departments.

CPA also performs a critical role in the co-curricular student experience, guiding students in their development as knowledgeable audience members, artists and makers, technicians, and/or arts administrators. The next Director will seek to create richer formative experiences for students, increasing points of entry and fortifying existing offerings. A goal of CPA is to make the Center one of the top reasons students choose to attend Penn State.

***Strengthen and expand CPA's ties to the community.***

Throughout its history, the Center has played a leading role in the life of the campus and surrounding community, serving as a vital voice and gathering place. Over the years, CPA has built up a loyal audience that includes longtime subscribers, single ticket buyers, students, faculty, and staff. Yet there is increasing competition and the next Director must identify and implement ways to attract new audiences while sustaining the interest level of CPA's more established patrons. Utilizing data from ticket sales and audience demographics, the Director will be expected to develop an audience engagement strategy. The Director will serve as a compelling spokesperson, advocating and announcing the impact CPA's work has on a local, regional, national, and international stage. The next leader will situate the organization, socially and culturally, at the center of activities and initiatives on campus and throughout the community.

***Ensure CPA's long-term financial wellbeing.***

The Director will initiate and drive discussions within the organization about how best to strengthen the financial base of the Center. While CPA receives a healthy allocation from the University, the Director must continue to bolster ticket sales and identify and pursue new sources of revenue. The Director will grow the organization's use of data analytics and technology to inform decision-making and streamline processes across CPA's offerings.

There is ample opportunity and need for the Center to increase contributed and earned income through grants, fundraising, and entrepreneurial activities. The Director will partner with the advisory council and the development and marketing teams, serving as the Center's lead fundraiser. To the campus community, subscribers, donors, arts leaders, and the broader audience, the Director will be a compelling advocate and broadcaster, connecting the Center's work to their own, and cultivating increased patronage and support. Attracting additional resources will assure long-term security, mitigate against funding fluctuations, and open opportunities for growth.

***Lead a collaborative, supportive, high-functioning team of staff.***

The Director will have the opportunity to lead a passionate and talented professional group of staff. The staff share a deep conviction and commitment to CPA. The Director will provide guidance as needed to staff members, setting high standards for performance and ensuring that these levels are maintained throughout the organization. Through the Director, CPA will build capacity, strengthen its processes and systems, innovate, and maintain clear communication and decision-making paths, reinforcing a unified view of the Center's strengths and its work ahead.

## QUALIFICATIONS

The successful candidate shall bring many of the following professional and personal experiences, qualifications, and characteristics:

- Passion for and demonstrated commitment to CPA's mission and vision;
- An inspiring, innovative, entrepreneurial, and collaborative leadership style;
- Artistic insight and experience with the challenges of leading a presenting organization;
- Familiarity with the work of audience development, community engagement, competitive pricing, and effective marketing;
- Robust professional networks that will attract support and enable compelling programming. A commitment to the development of artists and the arts;
- A record of successful executive leadership, including strategic planning and implementation, board and community engagement, program assessment, fundraising and personnel management;
- Demonstrated experience advancing diversity, equity, and inclusion, and the ability to articulate the necessity of inclusivity;
- A keen understanding of and interest in financial and budget oversight and the interplay of budgeting, resource requirements, grant funding, and other revenue generation;
- Experience with, passion and internal drive for innovative and traditional organizational and individual fundraising;
- Understanding of the educational mission of a top research university.
- Familiarity with and interest in collaborating with community arts programs, school programs, and other outreach programs;
- Excellent oral and written skills as well as strong interpersonal skills;
- Experience working with a wide array of stakeholders, including faculty, students, donors, staff, and external partners;
- A collaborative approach to team-building, including inspiring and mentoring staff to maximize professional development and potential; and
- A sense of humor.
- Applicants must have a record of demonstrated success in arts administration and advocacy, with an advanced degree in an appropriate field; will accept a relevant bachelor degree and 5 or more years of relevant professional experience in substitution.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Confidential inquiries, nominations, referrals, and resumes with cover letters should be sent electronically to:

Ben Tobin, Partner  
Michael Mozzicato, Associate  
Isaacson, Miller

[www.imsearch.com/7497](http://www.imsearch.com/7497)

*Penn State is an equal opportunity, affirmative action employer, and is committed to providing employment opportunities to all qualified applicants without regard to race, color, religion, age, sex, sexual orientation, gender identity, national origin, disability, or protected veteran status.*