



SAN FRANCISCO[™]
BALLET

Position Specification

San Francisco Ballet
Chief Revenue and Growth Officer

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Ref: Chief Revenue and Growth Officer
San Francisco Ballet

Our Client

San Francisco Ballet is one of the world's leading dance companies and the oldest professional ballet company in the United States. Founded in 1933, the organization has played a defining role in shaping American ballet and remains one of the country's premier cultural institutions. Today, San Francisco Ballet is recognized internationally for its artistic excellence, innovative spirit, and commitment to advancing the art form through both classical and contemporary repertoire.

Based at the War Memorial Opera House in San Francisco, the Company presents more than 100 performances annually and reaches audiences across the Bay Area, the United States, and internationally through touring, digital engagement, and artistic partnerships. Together with American Ballet Theatre and New York City Ballet, San Francisco Ballet is widely regarded as one of the three leading classical ballet companies in the United States.

The organization encompasses far more than a performing company. San Francisco Ballet includes the internationally respected San Francisco Ballet School, one of the country's premier ballet training institutions, as well as extensive education, community engagement, and audience development initiatives that serve thousands of participants each year. The organization also benefits from a deeply committed community of patrons, volunteers, trustees, and philanthropic supporters who have helped sustain its success across generations.

Today, San Francisco Ballet stands at an exciting inflection point. Building upon nearly a century of artistic achievement, a globally recognized brand, a transformational comprehensive campaign, and a bold vision for the future, the organization is poised to strengthen its position as one of the world's most influential ballet companies while continuing to innovate, expand its reach, and inspire audiences for generations to come.

For more information about San Francisco Ballet, please visit <https://www.sfballet.org>.

The Opportunity

San Francisco Ballet is seeking an inaugural Chief Revenue & Growth Officer (CRGO) to lead a newly created Revenue & Growth Department and help shape the next chapter of one of the world's most celebrated cultural institutions.

This role emerges from a strategic organizational transformation designed to advance key pillars of San Francisco Ballet's Comprehensive Enterprise Strategy: developing sustainable and innovative revenue models to support ambitious artistic goals, strengthening audience engagement, and ensuring the organization's structure is aligned to deliver long-term success.

The Chief Revenue & Growth Officer will serve as a member of the Executive Team and oversee a fully integrated revenue and growth function spanning philanthropy, campaign fundraising, institutional giving, marketing, communications, audience development, ticketing, revenue operations, analytics, strategic planning, and business development. Reporting to Executive Director Branislav Henselmann, the CRGO will lead the organization's comprehensive growth strategy across both contributed and earned income while identifying and advancing new opportunities for partnership, revenue generation, audience engagement, and institutional growth.

This newly established structure reflects San Francisco Ballet's belief that future success requires a unified approach to growth, connecting brand, audience, philanthropy, and revenue strategy into a cohesive enterprise model. The CRGO will have the opportunity to build and lead this function, partnering closely with Artistic Director [Tamara Rojo](#), Executive

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Director [Branislav Henselmann](#), the Board of Trustees, campaign leadership, and a talented team of revenue professionals.

The organization enters this moment from a position of considerable strength. San Francisco Ballet is internationally recognized for artistic excellence, is advancing a transformative \$348 million comprehensive campaign, has achieved record-setting fundraising and gala performance, and continues to push the boundaries of artistic innovation. At the same time, leadership recognizes significant opportunities to strengthen audience growth, modernize revenue capabilities, leverage data and analytics more effectively, deepen donor engagement, and build a more integrated operating model capable of supporting the institution's long-term ambitions.

The inaugural CRGO will play a central role in this transformation, bringing strategic vision, operational discipline, organizational leadership, and revenue expertise to create a best-in-class growth organization that supports San Francisco Ballet's artistic and financial future.

Beyond integrating existing revenue functions, the inaugural CRGO will be expected to help shape San Francisco Ballet's future growth strategy by identifying new business opportunities, strategic partnerships, and innovative revenue models that support the organization's artistic ambitions and long-term sustainability.

Candidate Profile

San Francisco Ballet seeks a strategic, enterprise-minded executive with a demonstrated record of driving growth, leading organizational transformation, and building high-performing teams within complex mission-driven environments.

The successful candidate will bring experience leading multiple revenue-generating functions and integrating earned and contributed revenue strategies into a unified growth agenda. They will possess an entrepreneurial orientation and a demonstrated ability to identify, evaluate, and execute new business and partnership opportunities that expand organizational reach, relevance, and financial sustainability.

This executive will be both a visionary and an operator, capable of translating ambitious goals into measurable results while building the systems, processes, and culture necessary for long-term success.

The ideal candidate will demonstrate:

- Experience developing new business initiatives, strategic partnerships, sponsorship opportunities, or revenue-generating ventures that advance organizational objectives and encompass broad stakeholder groups
- A track record of driving sustainable revenue growth across both philanthropic and commercial channels
- Success leading organizational transformation, integration, or restructuring efforts
- Experience leveraging data, analytics, technology, and customer insights to drive decision-making
- Ability to partner effectively with executive leadership, boards, donors, volunteers, and external stakeholders
- Strong leadership presence combined with emotional intelligence, humility, and exceptional communication skills

While experience in the performing arts, culture, or related mission-driven sectors is highly valued, San Francisco Ballet is also interested in leaders with a wide array of experiences, but who bring demonstrated success integrating advancement, marketing, engagement, and growth functions.

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Above all, the organization seeks a leader who embraces innovation, thinks beyond traditional organizational boundaries, and can help build the revenue model required to support one of the world's leading ballet companies for decades to come.

Key Responsibilities

Enterprise Revenue Strategy

- Develop and execute an integrated revenue growth strategy spanning philanthropy, ticket sales, subscriptions, marketing, audience development, and patron engagement
- Align earned and contributed revenue strategies around organizational priorities
- Establish long-term revenue forecasts, planning processes, and performance metrics
- Identify, evaluate, and execute new business development opportunities, strategic partnerships, sponsorship initiatives, and revenue-generating ventures that advance the Ballet's mission and long-term sustainability

Philanthropy, Campaign Leadership, and Board Engagement

- Provide strategic leadership for annual giving, major gifts, institutional giving, planned giving, and campaign fundraising
- Partner with Executive and Artistic leadership on cultivation, solicitation, and stewardship of major donors
- Support and activate Board members and volunteer leaders as ambassadors and fundraisers
- Advance campaign objectives and strengthen long-term philanthropic sustainability

Marketing, Audience Development, and Patron Growth

- Lead strategies to grow attendance, subscriptions, and patron engagement
- Strengthen customer acquisition, retention, and loyalty initiatives
- Develop integrated patron journeys that connect audience engagement with philanthropy
- Ensure the Ballet's brand and communications support revenue growth objectives

Revenue Operations and Commercial Excellence

- Modernize revenue management capabilities through data, analytics, technology, and pricing strategies
- Implement best practices in forecasting, segmentation, CRM utilization, and performance reporting
- Evaluate and strengthen revenue systems and operational processes
- Develop a culture of data-informed decision making

Leadership and Organizational Effectiveness

- Lead, mentor, and develop a multidisciplinary team across fundraising, marketing, audience development, and revenue operations
- Build organizational alignment and strengthen cross-functional collaboration
- Create a culture characterized by transparency, accountability, communication, and continuous improvement
- Support succession planning, talent development, and team engagement

Executive and External Leadership

- Serve as a strategic advisor to the Executive Director and member of the senior leadership team
- Partner with the Artistic Director to translate artistic priorities into audience and revenue strategies
- Represent San Francisco Ballet with donors, community leaders, trustees, and external stakeholders
- Serve as an ambassador for the institution within the arts and philanthropic communities

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Personal Attributes & Competencies

Enterprise Leadership and Strategic Vision

- Ability to align multiple revenue-generating functions around a shared growth agenda
- Enterprise mindset with strong business and financial acumen
- Strategic thinker capable of anticipating future opportunities and challenges

Revenue Growth, Business Development, and Fundraising Leadership

- Demonstrated success leading significant revenue growth initiatives
- Experience overseeing both earned and contributed revenue strategies
- Entrepreneurial mindset with the ability to identify and capitalize on emerging growth opportunities
- Track record developing strategic partnerships, sponsorships, or other business development initiatives
- Demonstrated experience in major gift fundraising, campaign leadership, and Board engagement

Change Leadership and Organizational Effectiveness

- Experience leading organizations or teams through periods of transformation
- Ability to unify functions, improve processes, and build organizational alignment
- Skilled at balancing change with stability and team engagement

Data, Analytics, and Commercial Acumen

- Strong analytical orientation and commitment to evidence-based decision making
- Experience leveraging technology, customer insights, and data to drive growth
- Understanding of pricing, forecasting, and revenue optimization strategies

Relationship Building and Influence

- Exceptional interpersonal and communication skills
- Ability to build credibility with donors, trustees, artists, executives, and staff
- Skilled at influencing across multiple constituencies and stakeholder groups

Leadership Style and Personal Characteristics

- Low ego, highly collaborative, and mission-driven
- Transparent, authentic, and emotionally intelligent
- Confident and decisive while remaining approachable and empathetic
- Resilient, adaptable, and energized by complex environments
- Passion for the arts and belief in the transformative power of cultural institutions

Compensation

The anticipated salary range for the Chief Revenue and Growth Officer is \$267,000 to \$312,000 annually. Placement within the range will be determined based on the selected candidate's qualifications, experience, and demonstrated track record of success.

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