

Senior Director of Operations

Department: Cal Performances
Classification: Perf Arts Mgr 1
Title Code: 000460
Percent Time: 100%
Work Schedule: Variable (Including Nights & Weekends)
Supervisor's Title: Deputy Executive Director
Personnel Program: Management and Senior Professional
Salary range for posting: \$130,000 - \$163,900

About Us: Cal Performances is the performing arts presenting, commissioning, and producing organization based at the University of California, Berkeley. Cal Performances at the University of California, Berkeley unites exceptional artists, ideas, and audiences through live performance to enlighten and enrich lives. The organization delivers a diverse artistic and educational mission to the University and surrounding communities, as well as internationally through its digital platforms, maintaining a budget size of roughly \$20M and approximately 65 full-time staff, 90 student employees, and 200 volunteers -- all serving approximately 250,000 audience members plus another 200,000 through other promoters every year in our five main venues.

Position Overview: The Senior Director of Operations is responsible for leading and managing all areas of production and venue management activities through their supervisees. The position reports to the Deputy Executive Director, with the overall goal of providing high-quality experiences in our venues for patrons, artists, renters, guests, and staff members. This individual will oversee an area that provides theatrical production, venue management (including audience services, security, custodial, and building maintenance, and third-party partnerships), and larger venue capital renewal projects. In collaboration with staff, the position ensures that practices and policies are continuously improved in service of the organization's objectives. Foster positive culture and outcomes with staff in the area by communicating expectations to staff and providing regular and objective feedback. The role has a critical responsibility for ensuring that the organization meets relevant strategic plan objectives, such as increased revenue through optimized utilization of our venues and ancillary services and enriching patron experience in our venues to create prime conditions for audience growth.

Key Responsibilities:

Lead the Operations Area:

- Establish short-term and long-term plans for the departments in the area -- which consists of theatrical production, venue management, and capital improvements -- that provide clear short-term and, importantly, long-term direction to the team in alignment with the organization's long range strategic plans.
- Develop, plan, and direct the day-to-day work of the operations area with department directors and managers.
- Work with area directors and managers to create, implement, and manage the department budget.
- Work with area directors and managers to document the policies and procedures of department programs, projects, and functions.
- Collaboratively design and deliver improvements that support exceptional patron experience and generate additional ancillary revenue and support donor relationship management efforts.
- Create a balanced, team-oriented working environment for the operations teams founded on collective responsibility and continuous improvement to safely and effectively support the delivery of events and programs.
- Build and maintain positive relationships, contribute to a positive team atmosphere, engage others in ways that foster respect and trust, and support, mentor, and guide individual development.

Theatrical Production:

- Supervise the Director of Production (department of 15-20 employees, plus dozens of overhire staff), overseeing the planning, coordination, and execution of all theatrical productions and performances across multiple venues.
- Support and facilitate collaboration with departments not reporting to the operations area that work closely with Production department to ensure smooth operations and high-quality events.

Venue Management:

- Supervise the Director of Venue Management (department of 5 employees, plus 30 student staff and 80+ volunteer ushers), overseeing the operation and maintenance of multiple performance venues, ensuring they meet safety, accessibility, and quality standards.
- Oversee the development and implementation of venue policies and procedures to optimize performance and customer satisfaction.
- Support venue management staff in maintaining effective working relationships with various external campus and third-party services providers such as facilities services, custodial staff, food and beverage, parking, security, police, health inspectors, etc.
- Security and Safety:
 - Provide oversight and direction to security operations to ensure the safety of audiences, staff, and performers.
 - Ensure the development and implementation of emergency response plans and protocols in coordination with campus security and local authorities.
- Audience Services:
 - Support the Director of Venue Management and the Audience Services team in providing exceptional customer service for all patrons.
 - Support the development and implementation of strategies and tactics to enhance the overall audience experience, including ticketing, seating, and accessibility.

Capital Improvement Management

- Working closely with other leaders, manage architectural long-range planning (5-10 years) for significant improvement to the venues we steward.
- Work directly with Capital Projects (campus department) to implement construction improvements.
- Oversee the regular depreciation, replacement, and renewal of equipment (theatrical and operational) used in our venues.

Ancillary Revenue Generation

- Create strategies to improve revenues from ancillary activities such as food and beverage, parking, and merchandise sales.
- Sponsor staff-led projects to accomplish these objectives and report to leadership on results.

Third-Party Partnership Management

- Regularly evaluate external partners that support operations and audiences with area directors and make plans to change relationships when possible, establish new partner relationships, and/or discontinue relationships to the benefit of operation, audience experience, and financial performance.
- Negotiate and manage contracts with service providers that support operations and audiences, ensuring compliance with agreements and addressing any issues that arise.

Process Improvement

- Ensure operating procedures are established, continuously improved, documented, and effectively implemented for all aspects of operations.

- Lead efforts to effectively adopt the organization's software and other tools to support effective process execution.
- Create a culture of learning and continuous improvement with the goal of high-quality experiences for patrons, artists, renters, and employees.

Budget and Financial Management:

- In collaboration with this area's managers, develop and manage accurate operational budgets, including staffing, maintenance, and production costs totaling several million dollars.
- Monitor expenditures, analyze financial reports, and implement cost-control measures as needed, including minimizing overtime costs and effectively managing variable-use resources.

Leadership and Staff Development:

- Supervises the Director of Production and the Director of Venue Management. Oversees a team totaling approximately 80 staff and 80 volunteers.
- Oversee the development and maintenance of procedural policies for operations and facilities staff, including house policies and staff procedures.
- Effectively delegate tasks to team members, track progress, and enable them to meet deadlines.
- Lead and mentor a diverse team of operations staff, fostering a collaborative and high-performance work environment.
- Provide training and development opportunities to enhance staff skills and effectiveness.
- Ensure strong relationships with represented staff and adherence to collective bargaining agreements.

Qualifications:

Required

- Minimum of 8 years of experience in venue management, theatrical production, or related fields, with at least 5 years in a leadership role.
- Proven track record of managing large-scale events and operations in a performing arts environment.
- Ability to work nights, weekends, and holidays.
- Excellent knowledge of customer service and event management methodologies.
- Excellent leadership, communication, and interpersonal skills.
- Ability to work effectively under pressure and manage multiple projects simultaneously.
- Proficiency in budget management and financial oversight.

Preferred

- Bachelor's degree in Arts Management, Theater Production, Business Administration, Facility Management, or a related field (Master's preferred).
- Relevant certifications in venue management, theatrical production, safety, or project management.
- Able to adapt and learn quickly a number of information systems, and demonstrate advanced knowledge of Microsoft Office, especially Excel, Google Suite, and other business applications, especially event/venue management systems (e.g., Momentus).
- Advanced knowledge of or ability to quickly learn common University-specific computer application programs.
- Strong knowledge of theatrical production processes, venue management, and audience services.
- Significant experience in facilities maintenance and operations management; facilities planning, design, and construction; and creative revenue generation from venues.
- Extensive knowledge of security and safety protocols in public venues. A commitment to ongoing professional development in public safety best practices.