

THE NON-PROFIT AND PERFORMING ARTS

A PORTFOLIO OF WORK

by

MATT HARDMAN

Submitted to the Graduate Faculty
of Texas Tech University in
partial fulfillment for
the degree of

MASTER OF ARTS

IN INTERDISCIPLINARY STUDIES

WITH SPECIALIZATION IN ARTS ADMINISTRATION

Approved

Linda Donahue, Ph.D., Committee Chair
Associate Professor
Associate Chair, Department of Theatre and Dance
Head of Arts Administration
Graduate Advisor

Angela Eaton, Ph.D.
Associate Professor
Technical Communication and Rhetoric
English Department

John Gerlach, Ph.D.
Assistant Professor
Department of Political Science

April 2012

Acknowledgements

Texas Tech University

From our first meeting in the Fall of 2010, Linda Donahue, Ph.D., has been a constant source of encouragement and guidance. Thank you.

Kudos to Michael Stoune, D.M.A., who has assisted me in making careful decisions that will lead me to the Ph.D. in Fine Arts program through the School of Music.

Thanks to Angela Eaton for being a master teacher and offering timely sage advice. Thanks also to fellow West Virginian, John Gerlach, for taking time to assist me in the completion of my Master of Arts program.

Personal

Thanks, thanks, and ever thanks:

My Mother, Mary Fortney—your presence is with me still.

Kimberly Berry, Shari Watterston Ellsworth, Brent Wood, and Lee Lara. Each of you has added particular encouragement to me as I have wended my way through this process. You continue to add value to my life, each in a wholly unique way.

Jo Moore, Administrator of the Texas Tech Presidential Lecture & Performance Series, for allowing me to be part of a presenting program that changes lives.

Metropolitan Community Church of Austin, Texas for daring me to discover my passion.

I offer gratitude to the many staff members at Texas Tech University that go about their duties with little pay and, too often, little appreciation.

Contents

The Distant Past	3
<i>The Discovery of Something New</i>	3
The Recent Past	5
<i>The Shirley R. Watterston Accompanying Scholarship Fund</i>	5
<i>Millard’s Crossing Historic Village</i>	6
<i>Stephen F. Austin State University College of Fine Arts Internship</i>	8
Today.....	9
<i>My Work at Texas Tech University and Lubbock, Texas</i>	9
<i>The Classroom</i>	9
<i>Theatre in the Contemporary Context</i>	9
<i>Historical and Critical Perspectives in Theatre</i>	9
<i>Grants and Proposal Writing</i>	10
<i>Management of Nonprofit Organizations</i>	10
<i>Marketing the Arts</i>	11
<i>Theatre Management</i>	12
<i>The Presidential Lecture & Performance Series Internship</i>	13
<i>First United Methodist Church Vesper Concert Series</i>	13
The Near Future	14
<i>Career Goals</i>	14
<i>Performing Arts Leadership</i>	15
<i>Foundation Leader</i>	15
<i>Performing Arts Presenter in a University or Municipality Setting</i>	15
Resume/CV	16
Appendices	26
Tab 1 – Theatre in Contemporary Context and Critical Perspectives in Theatre	26
Tab 2 – Grants and Proposal Writing.....	26
Tab 3 – CH Foundation Successful Grant for Vesper Concert Series	26
Tab 4 – Management of Nonprofit Organizations	26
Tab 5 – Marketing the Arts	26
Tab 6 – Theatre Management	26
Tab 7 – Texas Tech University Presidential Lecture & Performance Series	26

The Distant Past

The Discovery of Something New

Gihon Elementary School holds the seminal moment that began a lifelong affair with the arts. Standing on the stage that seemed cavernous to a seven year old, I sang and danced to a packed gymnasium to the requisite adoring parents and only slightly interested siblings. As I box stepped in my red Santa Claus costume complete with high top black boots, I had the realization that it all felt right—it was a window opening to a new paradigm.

My childhood was one that could have been the typical ‘single-parent latch key kid’ scenario. My Father was genetically disposed to addiction that went untreated until his untimely death at the age of fifty-eight. My single Mother was doing her best to raise four children in an era when a woman without a formal education had few choices in which to earn a living. She was well-read and intelligent for sure but struggled. I don’t recall doing without the necessities of life as a small child. However, I know from later conversations that it was a difficult journey.

So the epiphany that there was a world for one of her children beyond the struggles of paying the bills in a modern world of utilities, car payments, medical bills, and clothes buying was likely an exhilarating moment for my Mother—particularly given an event only four years previous.

When I was three years old, as the story goes, I was shopping with my Mother in a then thriving downtown Parkersburg, West Virginia. I became very ill. I was complaining about not feeling well and as our shopping spree came close to an end, it was obvious that there was something seriously awry. I had begun posturing and the beds of my fingernails had turned blue. As was the only transportation choice for us, we

quickly got on the city bus and headed home. Once there, my Mother called the pediatrician, Dr. Robert Crooks, who told us to go immediately to the emergency room of St. Joseph's Hospital directly to the intensive care unit. We were not to stop for anyone except him. The requisite tests showed my body temperature to be 108 degrees after which I was packed in ice for several hours and placed in isolation. There I stayed in a comatose state. The diagnosis was spinal meningitis.

The medical team was unsure as to my cognitive abilities when, and if, I woke from a multi-day coma after a highly elevated body temperature. I woke from my stupor on Mother's day, 1968, looked at a planter of a boy holding a baseball bat that had been brought to my room, and said, "Look at that silly boy." After realizing that I would not be in a vegetative state, my fraternal grandmother said, "God must have something special in store for Matthew." I'm still challenged by that statement forty-four years later.

That special something my grandmother spoke of was music. I was very fortunate that I had been the recipient of raw talent and was graced with outstanding music teachers during most of my elementary and high school years. I discovered choral music and was instantly hooked. Using music individually in a group setting to create great art seemed an ideal.

As time and experiences shaped my young life, I learned that my interest and skill sets were not that of performance but of administration of the art. I was more interested in gathering the information for a program or assembling and distributing marketing materials. This was the kind of work that inspired me to 'love the art—love the artist.' I also was good at this kind of work.

Arts administration, as I later learned this kind of work was called, and nonprofit management has led me to a number of spectacularly fulfilling opportunities as a volunteer and professional. I was founder and managing director of the River Cities Boy Choir; co-founder of the Marie Boette Concert Series; chair of two university commissioned musical works; coordinator of the Mid-Ohio Valley Tobacco Control Coalition; chair of the youth committee for the West Virginia Youth Tobacco Prevention Campaign; was Director of Development and Community Relations for the Community Partnership for the Homeless; sat on the board of directors for the Lung Association of West Virginia; and other efforts outlined in this document, among others.

I cannot recall a significant event where I was resentful of my time spent on nonprofit and arts administration functions. I was richly rewarded for my nonprofit work by twice being invited to official White House functions during the Bill Clinton administration. The work has been both challenging and rewarding. I look forward to re-entering the workforce and building a career offering my gifts to a community where lives can be changed through the arts.

The Recent Past

The Shirley R. Watterston Accompanying Scholarship Fund

Being a non-traditionally aged student as an undergraduate had its perks. Professors understood why you were in the classroom while most assumed that you were paying your own way. Opportunities arose that would not likely have been afforded the younger student. The latter was the case with three situations while a student at Stephen F. Austin State University (SFA).

The most significant and the most impactful of these opportunities was having the honor to chair the committee to establish the Shirley R. Watterston Accompanying

Scholarship Fund. This fund was to honor the much loved and retiring namesake and fixture of the School of Music at SFA. After a long relationship with the Watterston family, a discussion was had a full three years prior to Watterston's retirement about how she wanted to be remembered in perpetuity. One year prior to her retirement, a committee of community members, close friends, and family members was gathered to lay the groundwork to coordinate all aspects of her retirement.

In May of 2006, a gala evening was held with guests from across the nation. A retrospective of the personal and professional life of Watterston was presented, a commissioned work was performed in her honor and a check was presented to the then university president, Tito Guerrero, III. The year-long effort at fundraising was a success as the gift was of significant size that the university foundation office was able to immediately begin rewarding scholarships from the earned income of the core fund. I remain one of three administrators of that fund.

Millard's Crossing Historic Village

As an outgrowth of the trustful relationship with the Watterston family, I was hired to research, design, and present a marketing and fundraising plan for Millard's Crossing. This collection of homes on land donated by the Millard family lies just North of Nacogdoches, Texas. The late Betty Burr, a long time member of the Millard's Crossing board of directors, knew of my skills as a grant writer and of my work as a professional public relations practitioner. After agreeing to the terms of my work, I set about the tasks at hand that would eventually span six months of my non-classroom life. I fortunately had a champion in Wanda Mouton, Ph.D., a professor in the communication department at SFA, who guided me through the process as an enrolled

student in an independent studies special topics course. I was able to receive credit for the work along with the fee I was collecting as a professional.

Millard's Crossing understood that the manner in which they were operating the historic village was in need of re-tooling after a long period of flat attendance, a waning public perception, and a lack of any distilled plan of action, I was tasked with researching the audience demographics of the village visitors and presenting a comprehensive marketing plan to the board of directors at the conclusion of my work. As well, an opportunity had arisen where an adjacent piece of property was being dangled as an incentive for expansion of the village programs by the same family who had ceded the original land for the genesis of Millard's Crossing. In order for that to happen, however, the leaders of Millard's Crossing had to have a fundraising plan in place to afford the opportunity to make this purchase. A dual plan was created.

My goal, given the opportunity at hand, was to create a marketing plan that would show prospective funding sources that long term success of Millard's Crossing was paramount. The marketing and funding plan was written complete with the ancillary mock-ups of media releases and printed matter with dated benchmarks of completed tasks. The fundraising goal of 100,000 dollars would allow for the additional land to be purchased from the Millard family descendents.

The completed plan was begun and in a short few months, the marketing plan proved to be successful as the fundraising goal was met and the additional property was purchased allowing this heritage tourism project to expand.

Stephen F. Austin State University College of Fine Arts Internship

A significant aspect of my undergraduate education was the chance to intern with the College of Fine Arts at SFA and act as a direct report to the Dean of the College of Fine Arts, Richard Berry, D.M.A. Now the Vice President for Academic Affairs and Provost at SFA, Dr. Berry was an invaluable resource to the insights of administrative leadership. As well, I was able to work directly with the staff of the college in the areas of media relations and concert venue management.

However, the cornerstone of my work as an intern with the College of Fine Arts was the research into seventy-seven performing arts presenters encompassing members of the Southwest Performing Arts Presenters and other organizations in Texas, New Mexico, Oklahoma, Arkansas, and Louisiana. The research was intended to learn of any trends of the types of performing arts organizations being offered, a pattern of ticket prices, performance start times, lengths of seasons, among other information. I found that there were no overt patterns to any of the topics researched. All of the data collected dealt with the community standards and historical expectations in ticket pricing, marketing of the local series, the venue size and its ticket pricing. This information was utilized by the College of Fine Arts at SFA to allow their understanding that what was being presented and the manner in which it was presented to the local community was reflective of community expectations. This information also allowed me to speak more clearly about the genre of university and municipality presentations of performing arts organizations; exposing and enhancing a career path.

Today

My Work at Texas Tech University and Lubbock, Texas

The Classroom

To this point in my musings of my nearly twenty-five year career, I have exposed a portion of my volunteer and professional work— primarily reflecting paths of interest in non-profit performing arts. Since returning to class work in January of 2011, I have been most fortunate to have sat in classrooms during my time at Texas Tech University where I felt valued, engaged, and challenged.

In May of this year I will have successfully completed fourteen classes. Each class has reinforced that I do know from whence I speak and that I have much more to learn—not a bad combination for a self proclaimed champion of life-long learning. Class work has dealt directly with or can be folded into the management and marketing of the performing arts organization.

Theatre in the Contemporary Context *Historical and Critical Perspectives in Theatre*

I will soon complete four of the five classes that are part of the required core bank of classes for the arts administration specialization. They represent the interdisciplinary training required within the College of Visual and Performing Arts. My area of specialization is music. As such, I am required to create a course of study beyond that area so, reflected in my selection of core classes are one class from philosophy (aesthetics), two classes from art, and two classes from theatre. Work from two of those classes is represented within this portfolio (see Tab 1). You will find writings from Theatre in Contemporary Context and Historical and Critical Perspectives that reflect an understanding of modern issues in theatre. Many of the issues outlined

can crossover to other performing arts genres when considering the many aspects of arts administration.

Grants and Proposal Writing

Also included in this packet are the four projects undertaken for Grants and Proposal Writing (see Tab 2). Along with being able to verbally connect with individuals and, therefore, create relationships, writing is an essential component of any leader. This class walked through preparing a scholarship narrative, a grant for a non-profit organization, an application to present at a conference, and a business plan. Each project was designed to be utilized in a real way as many in the class submitted work in their areas of expertise. Of particular note is my submission of two grants for partial funding of the Vesper Concert Series at First United Methodist Church of Lubbock. A grant submitted to the CH Foundation (see Tab 3) was approved while a second grant for an additional facet of the same program is under review by the granting agency (see First United Methodist Church Vesper Concert Series, page 13).

Management of Nonprofit Organizations

Having a vision to begin a non-profit organization serving the public good is admirable. Yet too often the visionary knows so little about the processes to formalize that small click of interested followers that nothing of any real import is accomplished. The transverse may also happen when the individual has all the information at hand yet lacks the fortitude to begin climbing the paperwork mountain, so, the result is the same as being ignorant of the process. Included here are six documents from Management of Nonprofit Organizations (see Tab 4).

The initial document begins the flow of writings designed to walk the student through the process of nonprofit management. The process begins with the idea, then continues through forming a board of directors, managing the organizational start-up, coordinating a capital campaign, acting as the nonprofit manager, and ends with a real life scenario. Of particular importance in this course was understanding the stages of a nonprofit organization. Imagine and inspire; found and frame; ground and grow; produce and sustain; and review and renew are outlined as a key tool in *Nonprofit Management* by Michael J. Worth. Being familiar with this information will likely have a direct impact on the style of management throughout the lifespan of the entity. That style would include marketing, internal communication, fundraising, human resources, and a whole host of business practices.

Marketing the Arts

Marketing the Arts (see Tab 5) allowed the creative work of establishing an integrated marketing plan to begin using a \$50,000 budget. At first glance, a budget of this size seems a luxury, and, indeed, for many organizations this dollar figure exceeds their entire non-discriminatory line items. However, it is vital for the neophyte marketing coordinator to have a clear understanding of the immense expenses related to the creation of even a modest marketing plan that reaches the widest audience. Being good stewards of donor dollars or of earned income is an unquestionably important and ethical issue. Therefore, this class introduced marketing aspects that were both earned and unearned; that is, advertising tools that were free, such as media coverage verses purchased advertising.

Two vital elements were also introduced. The PERT Chart organizational tool, new to some, was utilized. Program; evaluation; review; and technique, simply put, is a tool utilized to track all elements of an organizations goals and objectives while outlining a timeline for those responsible. Though there are a number of marketing “P’s,” our marketing plans were built from four of those “P’s”—product, price, place, and promotion. These are four simple words but vital ones none-the-less as marketers should be aware of the product and how it might satisfy a customer need, assuring that the price meets the potential customer expectations, assure that the product is easily accessible to the potential customer, and, perhaps, let the customer know the product is available. Although the performing arts product is intangible, it is still a product. The arts consumer has many entertainment choices in our modern society so the principles of the marketing “P’s” cannot be lost on a savvy leader.

Theatre Management

The final inclusion of this compilation of work at Texas Tech University encompasses all that I have learned during my venture. Theatre Management (see Tab 6) brings together all aspects of nonprofit management and the administration of a performing arts organization. The work shows a clear understanding of the importance of the crafting of a plan that is inclusive of:

- solid mission statement
- an understanding of the region where the organization is to be established
- the creation of a season of performances appropriate to the intended audience
- coordination of community outreach services to the underserved

- an organization hierarchy
- a realistic budget based on the life stage of the nonprofit
- strategic plans with goals, objectives, and evaluative processes

The Presidential Lecture & Performance Series Internship

All of my class work and professional and volunteer experience has enhanced my successful work with the Texas Tech University Presidential Lecture & Performance Series (the Series) (see Tab 7).

Jo Moore, the Series administrator, has allowed me access to all aspects of the Series administration background. My work includes social media, press release preparation, poster distribution, mailing list maintenance—some of the vital yet non-glamorous work of any successful agency. The public does not see and often does not care about the often eighteen months of work involved prior to what they witness on stage. It is the presenters job to make the experience exciting and life-changing for the audience; be they university students, learned faculty, or the public life-long performing arts devote'.

All aspects of arts administration are inherent in the work of the Series. From highly technical contract negotiations with agents to the mundane updating of a mailing list, the Series encompasses the many facets of arts administration.

First United Methodist Church Vesper Concert Series

It is my personal vision to become involved in the community in which I live. Such is the case during my stay in Lubbock. After relocating to Lubbock, one of my first orders of business was to find a house of worship that was friendly, open to diversity, and housed a fine music program. A recommendation was made to me to visit the

Chancel Choir at First United Methodist Church of Lubbock (FUMC). There I found an extraordinarily qualified music director in Chris Betts. Oxford University credentialed with a continuing vision of presenting fine performing arts to the community at no cost, I saw an opportunity. That opportunity included singing in arguably the finest church choir in the region and adding whatever talents I may possess to the mix.

Although my personal spiritual needs led me to another church, my class work and the needs of the FUMC crossed. The Vesper Concert Series of FUMC has presented world class performing ensembles for thirty-three years free to the community. The 2011-2012 season included two ensembles from Europe whose fees required additional non-church supported funds. As a student in English 5383 (Grants and Proposals), I had the opportunity to use my significant grant writing experience as both a student and a supporter of the Vesper Concert Series. Although writing one grant fulfilled the class requirement, I wrote two grants. The first was to the CH Foundation (see Tab 3) to fund roughly one-half of the expenses incurred for the Vienna Boys Choir to be included on the series. That grant of \$10,000 was approved. Additionally, I wrote a \$13,000 request to the Sybil B. Harrington Endowment for the Arts of the Lubbock Area Foundation to partially underwrite the Tallis Scholars of Cambridge, England to travel to Lubbock during their North American tour (this grant remains under foundation review as of this writing).

The Near Future

Career Goals

Given my strong background of involvement in the performing arts, I find a number of areas of arts administration work to be of interest. I have outlined a number of those areas below.

Performing Arts Leadership

All of my performing arts volunteer and professional experiences, along with my for-profit career positions, have prepared me to lead a performing arts organization. This remains my primary goal. Each of the fourteen classes entered into during my graduate program of study has reinforced my desire to become a leader to an organization of people who can change lives through the performing arts.

Foundation Leader

Many times, I have been on the side of asking for money from a foundation. I count the number of grant submissions in the dozens. In contrast, I have also been on the grant review committees making decisions about what worthy organization is to receive funds for a variety of causes. Working for a foundation and assisting a local community with financial and technical assistance to begin a new or strengthen an existing arts organization is of great interest.

Performing Arts Presenter in a University or Municipality Setting

My work with the College of Fine Arts at Stephen F. Austin State University and with the College of Visual and Performing Arts at Texas Tech University have given me a clear, perhaps even unique, peering into the intricacies of a performing arts presenter at an institution of higher learning or through a city government.

Matt Hardman

Post Office Box 4264 – Lubbock, Texas 79409 (512) 672-9300 matthardman@yahoo.com

EDUCATION

Doctor of Philosophy in Fine Arts – Music Specialization in Arts Administration

Expected Graduation – August 2013

Texas Tech University – Lubbock, Texas

Master of Arts – Interdisciplinary Studies – Specialization in Arts Administration

Texas Tech University – Lubbock, Texas

Bachelor of Applied Arts & Sciences – Public Relations

Stephen F. Austin State University – Nacogdoches, Texas

EXPERIENCE

Cenpatico (Centene Corporation)

Provider Relations Specialist

December 2007 to August 2010 - Austin, Texas

- *Built and maintained relationships with 1,700 practitioners*
- *Created communication outreach to practitioner network*
- *Resolved more than 100 payment issues resulting in disbursement of more than \$500,000*
- *Oversaw ad hoc special projects*
- *Maintained reliable provider communication records to show measurable outcomes*
- *Received customer satisfaction rate nearing 94%*

Paragon Motor Club

Marketing Coordinator

October 2006 to August 2007 – Austin, Texas

- *Oversaw design and printing of marketing piece for 24 regional conferences to audience of 2.3 million*
- *Responded to all private and governmental customer advocacy agencies*
- *Coordinated marketing inquiries as first point of contact*
- *Remitted Contract Purchases to insurance company twice monthly*
- *Screened and directed calls to appropriate sales associate*
- *Researched points of contact for the launching of new product*

Warranty Gold, Ltd.

Director of Public Relations

April 2001 to August 2004 – Austin, Texas

- *Led contact to Austin's largest public relations firm*
- *Coordinated all media responses to nationwide outlets during crisis management*
- *Communicated with customers making 250,000 contacts using direct mail and e-mail streams*
- *Increased one-month primary market sales by 74%*
- *Increased one-month secondary market sales by 115%*
- *Trained staff of 50*
- *Led employee team to donate Christmas gifts for local residential treatment center*
- *Named Employee of the Month (twice)*

Community Partnership for the Homeless

Director of Development and Community Relations

July 2000 to December 2000 – Austin, Texas

- *Established financial development program and processes*
- *Led special events team raising \$17,000 in compressed timeframe*
- *Formed first of its kind collaboration with Austin Lyric Opera—becoming a national model*
- *Formed successful relationships with small business and corporate partners*

West Virginia Hospital Association

Administrative Assistant

September 1997 to July 1998 – Charleston, West Virginia

- *Educated policy-makers concerning need for increased tobacco excise tax to prevent youth use resulting in a significant increase in that tax and lowered usage*
- *Led team planning education and advocacy event with 1,000 teens at state capitol legislature*
- *Served as vice-chair for the Coalition for a Tobacco-Free West Virginia*
- *Reviewed more than 150 grant applications funding 23 community based tobacco prevention groups*

The Student Coalition Against Tobacco

Executive Director

March 1995 to December 1998 - Parkersburg, West Virginia

- *Led national non-profit with nationwide members and chapters*
- *Provided state-wide youth training in multiple states*
- *Acted as panelist for American Lung Association at national conference*
- *Invited to lead round-table discussion at national conference in Alaska*
- *Coordinated all media and public relations activities including dissenting organizational opinion with federal executive branch tobacco lawsuit settlement*
- *Sat on advisory council to the West Virginia Youth Tobacco Prevention Campaign*

Tobacco Free Inc. (formerly the Mid-Ohio Valley Tobacco Control Coalition)

Coordinator

March 1994 to August 1997 – Parkersburg, West Virginia

- *Initiated broad successful programs to educate region of 150,000 people*
- *Passed states largest tobacco restrictive and first municipal non-tobacco advertising policies*
- *Began the nation's first chapter of the Student Coalition Against Tobacco*
- *Produced television commercials for purchased airtime for public policy change*
- *Worked regularly with regional media; coordinated media and public relations campaigns*
- *Built sixteen budgets for four agencies; reported monthly/ quarterly/annually*
- *Developed long-range plans; authored 112 monthly, quarterly and annual reports;*

SPECIAL EVENTS

The Shirley R. Watterston Retirement Gala

Gala event culminated an eighteen month fundraising effort to establish a scholarship in the name of the retiring faculty member. The scholarship benefits the School of Music at Stephen F. Austin State University.

Advance venue booking, concept, design, and printing of graphics; set concept, contracting, and construction; contracting of entertainment; oversight of commissioned music; preparation of multi-media career retrospective; coordinate all aspects of venue contracting, decoration, and menu selection.

Party on the Patio

In conjunction with Austin Lyric Opera, a marketing and fundraising event establishing a partnership between the Community Partnership for the Homeless and Austin Lyric Opera—believed to be the first and only partnership of its kind in the nation.

Personally cultivate major event underwriters; point of contact with Austin Lyric Opera; establish relationships with restaurant food donors; entertainment recruiting; venue decoration; graphical material concept, design, and printing.

The 33rd Anniversary Gala

This event doubled as a celebration and fundraising event for Metropolitan Community Church of Austin at Freedom Oaks.

Coordinate emcees, talent, food service, liquor sales and related regulations; rentals, and silent auction.

The Orpheus Award

This award is the highest honor bestowed to a non-member by Phi Mu Alpha Sinfonia Fraternity (a professional music fraternity).

Coordinate all aspects of the event to include speakers; venue decoration; menu; and all graphical concept, design oversight, and printing.

An Evening of Music... and Chocolate

This concert utilized an intimate parlor setting with a variety of solo and small group performances.

Co-chair of the event. Coordinated talent, venue setting, and procurement and presentation of chocolate.

A Celebration of African American Music

Major event bringing together diverse musicians and audience during Black History month.

Part of team designing this event that included significant outreach to arts community, black community, and ministerial community.

Rally at the Capitol

Rally at the West Virginia State Capitol involving nearly 1,000 teenagers.

Team member coordinating local community press conference; multiple bus and route transportation; parade around the capital; venue securing and clearing inside capital structure; statewide media coverage; and coordination of legislative visits.

Press Conference

The Shirley Watterston Retirement Gala and Scholarship Creation

Nacogdoches, Texas

Regional media covering announcement of the creation of new scholarship and retirement of long term member of the faculty. Speeches by university leadership included the President and the Dean of the College of Fine Arts along with the scholarship namesake. Oversee media interviews; presentation of first check to the fund; performance by school of music student; refreshments; and dissemination of press release.

Tobacco Control Results

Marietta, Ohio

Announcement of results of sting operations conducted by area youth involved in tobacco use prevention student organization. Media notification and calls; preparation of speaking points; press release creation and dissemination; venue coordination; and speakers.

River Cities Boy Choir

Parkersburg, West Virginia

Public announcement of the creation of a boy choir, its leadership, and staff. Press release preparation and distribution; venue coordination; oversee interviews; prepare speaking points; and reporter follow-up.

ARTS MANAGEMENT EXPERIENCE

The River Cities Boy Choir - Parkersburg, West Virginia

Founder & Managing Director

The Marie Boette Concert Series – Parkersburg, West Virginia

Co-Chair of Committee to Create

The Parkersburg Sentinel – Parkersburg, West Virginia
Performing Arts Critic

Stephen F. Austin State University – Nacogdoches, Texas
College of Fine Arts
Public Information Officer

An Evening of the Arts – Houston, Texas
Director

The 26th Gene Hall Jazz Festival – Nacogdoches, Texas
Director

The Ohio River Valley Choral Festival – Parkersburg, West Virginia
Contracted the St. Olaf College Choir Performance

The International Triennial Convention – Acapulco, Mexico
Metropolitan Community Churches
Assistant to the Director of Music

MEDIA

Published Newspaper Articles and Reviews

Warranty Gold, Ltd.
Austin, Texas

- Warranty Gold and MSN Carpoint Launch national Promotion
- Warranty Gold Files Suit Against First Automotive Service Company
- Austin Firm Sees Record 2002 Sales
- Motorcyclists Find New Option for Breakdowns
- Vehicle Service Contracts – An Education (sidebar)

Millard's Crossing Historic Village
Nacogdoches, Texas

- Community Leaders Form Nonprofit to Enhance Millard's Crossing
- Millard's Crossing Kicks Of Major Fundraising Effort
- Nacogdoches Heritage Tourism Earns High Marks
- Millard's Crossing Brings Experimental Learning To Children

The Parkersburg Sentinel
Performing Arts Reviews

- Gypsy Acting Outstanding
- Vivaldi Traveling Circus Music to the Ears
- Choral Society Blends Several Modern Tunes Into Performance

- State Native's Performance is Pleasant with Symphony
- *Big River* a Big Hit for the Guild
- Excellence of College of Wooster Chorus is Cited
- Quartet Exhibits Guitar Versatility

Stephen F. Austin State University

Public Information Officer – College of Fine Arts

- Elyane Laussade to Offer Recital
- Diana Allan Joins Faculty
- Jazz Ensemble to Perform Tonight
- Roughrider Band will Entertain at SFA Game
- SFASU A Cappella Choir to Perform Tonight on Campus
- Jazz Ensemble Plans Concert
- Theatre Schedule Noted
- SFA Symphonic Band Plans for its First Concert of Year
- First Concert Set
- Halloween Concert Slated
- Faculty Members Featured

Television & Radio

Multiple live and recorded appearances on local and regional outlets

Media Production and Purchasing

Significant experience in television, newspaper, and radio advertisement rate negotiation; in-kind donation partnerships; conceptualization; script oversight; talent hiring; and strategic placement and scheduling. I have experience in both large and small media markets.

Social Media

Establish and upkeep Facebook presence and have regularly used e-mail marketing utilizing direct e-mail processes; Constant Contact; and Survey Monkey tools.

FUNDRAISING

Funded

The CH Foundation **\$10,000**
 Vesper Concert Series
Funding of the Vienna Boy Choir Performance

The Shirley R. Watterston Accompanying Scholarship **\$30,000**
 Stephen F. Austin State University School of Music
 Creation of Scholarship
Committee Chair

The Brown Foundation of Houston Millard's Crossing Historic Village <i>Major Expansion</i>	\$100,000
Metropolitan Community Church of Austin Building Construction <i>Co-Chair Fundraising Event</i>	\$39,000
Mid-Ohio Valley Tobacco Control Coalition <i>Multi-Year Funding Cycles</i>	\$36,000
West Virginia Youth Tobacco Prevention Campaign <i>Multi-Year Funding Cycles</i>	\$12,000
Ohio Department of Health <i>Multi-Year Funding Cycles</i>	\$40,000
Texas Composers Forum Stephen F. Austin State University School of Music <i>Underwriting of Commission for Percussion Ensemble</i>	\$1,000
Private Fundraising Stephen F. Austin State University School of Music <i>Underwriting of Commission for A Cappella Choir</i> (Published by Mark Foster Publishing)	\$1,000
Approved – Not Funded	
Centers for Disease Control and Prevention Student Coalition Against Tobacco <i>Long Term Funding</i> (approved – not funded)	\$600,000
West Virginia Hospital Association <i>Conceptualized and designed program to solicit on-going funding for the West Virginia Hospital Association as lead agency for the West Virginia Youth Tobacco Prevention Program. This concept targeted large corporations and included printed material and a solicitation letter, that I designed and wrote, from state governor that was approved and signed by then Governor, Cecil Underwood.</i>	
West Virginia Youth Tobacco Prevention Campaign <i>Grant Review Panelist</i>	

INTERNSHIPS

Texas Tech University

College of Visual & Performing Arts

The Presidential Lecture & Performance Series

One year internship working under the supervision of the Administrator coordinating contract rider details, scheduling, hospitality, social media and dissemination of media releases.

Stephen F. Austin State University

College of Fine Arts

Under the direct supervision of the Dean of the College of Fine Arts, studied the sixty-two members of the Southwest Performing Arts Presenters, worked closely with Director of Arts Information, Box Office Manager, and Director of University Series.

WORKSHOPS & CONFERENCE PRESENTATIONS

Robert Wood Johnson Foundation National Conference

Fairbanks, Alaska – 1998

Panel Member

Students Working Against Tobacco

Ft. Lauderdale, Florida – 1998

Trainer

American Lung Association Conference

Washington, DC – 1997

Round Table Discussion Facilitator

National Tobacco Control Conference

Houston, Texas – 1997

Panel Member

Youth in CHARGE Statewide Conference

Atlanta, Georgia – 1997

Panel Member

West Virginia Tobacco Control Conference

State Conference – 1997

Panel Member

HONORS & AWARDS

Graduate School Scholarship – Summer 2012

Texas Tech University

Invited Guest to the White House (twice) - 1998

Mike Synar Award Presentation to President Bill Clinton – The East Room

Executive Branch announcement of lawsuit against the tobacco industry - Rose Garden

Outstanding Contribution to Youth Tobacco Control - 1997

Coalition for a Tobacco-Free West Virginia

Employee of the Month (twice) - 2001

Warranty Gold, Ltd.

Dean's Academic List (twice) - 2004

Stephen F. Austin State University

Best Actor Nomination - 1985

Alpha Psi Omega

West Texas A & M University

VOLUNTEER SERVICE

West Virginia Youth Tobacco Prevention Campaign – 1997, 1998

Chair, Advisory Committee, Grant Application Review Committee

American Lung Association of West Virginia – 1997-1998

Board of Directors

Coalition for a Tobacco-Free West Virginia – 1997, 1998

Vice Chair, Youth Committee Chair, Steering Committee Member

Metropolitan Community Church of Austin - 2007-2008

Board of Directors

American Cancer Society - 1994

Relay for Life Steering Committee

Eden on the River - 1995

Board of Directors

ARTISTIC ENDEAVORS

<i>Elijah</i>	Obadiah	Parkersburg Choral Society	Parkersburg, WV
<i>Messiah</i>	Tenor Soloist	Parkersburg Choral Society	Parkersburg, WV
<i>Susannah</i>	Little Bat	West Texas A & M	Canyon, TX
<i>Amahl and the Night Visitors</i>	King Kaspar	West Virginia University	Parkersburg, WV
<i>Carmen</i>	Chorus	Stephen F. Austin State	Nacogdoches, TX
<i>Die Fledermaus</i>	Chorus	Stephen F. Austin State	Nacogdoches, TX
<i>Hansel and Gretel</i>	Props	West Texas A & M	Canyon, TX
Houston Bach Society		Professional Member	Houston, TX
Polk Street United Methodist Church		Scholarship Singer	Amarillo, TX
St. John's United Methodist Church		Chancel Choir	Lubbock, TX
First United Methodist Church		Chancel & Sanctuary Choirs	Lubbock, TX
MCC Austin at Freedom Oaks		Sanctuary Choir	Austin, TX
St. Paul's United Methodist Church		Sanctuary Choir	Houston, TX
Wichita Chamber Chorale		Ensemble Member	Wichita, KS
Parkersburg Choral Society		Ensemble Member	Parkersburg, WV

PROFESSIONAL REFERENCES

Richard Berry, D.M.A.

Provost and Vice President for Academic Affairs
Stephen F. Austin State University
Nacogdoches, Texas
rberry@sfasu.edu
936-468-2707

Linda Donahue, Ph.D.

Associate Professor/Associate Chair
Graduate Advisor/Head of Arts Administration
Department of Theatre and Dance
Texas Tech University
Lubbock, Texas
linda.donahue@ttu.edu
806-742-3601

Jo Moore

Administrator
The Presidential Lecture & Performance Series
Texas Tech University
Lubbock, Texas
jo.moore@ttu.edu
806-742-0700

Appendices

Tab 1 – Theatre in Contemporary Context and Critical Perspectives in Theatre

Tab 2 – Grants and Proposal Writing

Tab 3 – CH Foundation Successful Grant for Vesper Concert Series

Tab 4 – Management of Nonprofit Organizations

Tab 5 – Marketing the Arts

Tab 6 – Theatre Management

Tab 7 – Texas Tech University Presidential Lecture & Performance Series