



MEETING OF THE BOARD OF DIRECTORS
November 14, 2018 - 3:30PM - 5:00PM - St. Francis in the Valley, Green Valley

AGENDA

- I. Welcome (Clyde Kunz) 3:30 - 3:35
- II. **CONSENT AGENDA**, including: 3:35 - 3:45
 - a. Minutes of October 24, 2018 Meeting of the Board
 - b. Chair's Report, November 8, 2018
 - c. Music Director's Report, November 8, 2018
 - d. Audience Development Committee Report, November 7, 2018
 - e. Ticket Sales Report, November 8, 2018 (3 pages)
 - f. Fund Development Committee Report, November 7, 2018
 - g. Fund Development Summary Report, November 7, 2018
 - h. Profile and Resume, Claire West
- III. Finance Committee Report (Mary Lou Forier) 3:45 - 4:00
 - a. July 2018 Financials
 - b. August 2018 Financials
- IV. Governance (Clyde Kunz) 4:00-4:10

MOTION FROM COMMITTEE

That Claire West become a Director of True Concord,
with a term concluding June 20, 2021

- V. Strategic Conversation (Eric Holtan and All Director) 4:10 - 5:00

[Eric will present the preliminary artistic/performance plan
for the 2019-20 season, as well as a preliminary artistic budget
to be considered.]

NEXT MEETING OF THE BOARD OF DIRECTORS

Wednesday, December 19, 2018
3:30 - 4:15PM (meeting) 4:15-5:00 PM (holiday social)
Location: TBD

**True Concord Voices & Orchestra
Board Meeting Minutes
October 24, 2018
Held at Dove of Peace Lutheran Church**

PRESENT: Clyde Kunz, Chair
Warren Beck, Vice Chair
Mary Lou Forier, Treasurer
Eloise Fredrickson
Eric Holtan, Founding Music Director
David Leege
Sue Markovich
David Nix
Julia Pernet
Andrea Robson
Eve Shapiro
Andy Watson, Vice Chair, Special Projects

EXCUSED: Nancy March, Vice Chair, Artistic Engagement

The meeting began at 3:30PM.

CONSENT AGENDA

Following a brief welcome by the Chair, Directors were asked to approve the contents of the Consent Agenda sent to Directors on October 18th. A question was raised about the Chair's Report, in which it was announced that Mary McClurkin, True Concord's Managing Director, had resigned. Clyde Kunz reported that he was scheduled to meet with Mary for an "exit interview" the next morning, and told the Directors that he would be talking with Eric following that interview, then sharing a summary of those meetings with the Board.

Clyde Kunz made a point of recognizing the significant work that Ms. McClurkin had done for True Concord, joining the staff at a particularly challenging time, taking charge of several key projects including the revisions of the website, comparing and acquiring a new donor and ticketing software system, then overseeing its conversion, etc.

There was additional discussion about the results of the recently-concluded "Northern Lights" concert weekend which exceed budget (by 9% over last season's first concert, even though there was one fewer performance). David Leege pointed out that the information that appeared in the Green Valley newspaper misstating the date of the concert, which may have affected attendance.

Concluding that discussion, the Consent Agenda was accepted by the Board.

FINANCE REPORT

Mary Lou Forier reported that the year-end FY18 reports will likely improve somewhat, due to a recently-discovered error. We are anticipating having FY19 monthly financial reports to review at the November Board meeting.

MUSIC DIRECTOR'S REPORT

DALE WARLAND'S RESIDENCY - Transformative :

1. Affirms that we've arrived at a point in our development to have him
2. The nature of the technical work he did with the group that made them and me better
3. Demonstrated that we can produce "esoteric" unaccompanied programs with success
 - a. Number of tickets up 16% and revenue up 9% over last year; and we surpassed our goal by more than 10%
 - b. While our niche remains fusion of voices and instruments, we can garner significant interest in unaccompanied choral programs
4. Dale was effusive in his praise of the group, and has agreed to come on to the Advisory Council, and is already advising me on our upcoming recording project

RECORDING PROJECT

We will be recording at Pinnacle Presbyterian Church—a venue that seeks to build a relationship with us, e.g. hosting future concerts.

STAFFING

Mary

1. Before her departure, Mary thankfully put in place infrastructure that will serve us well going forward. She was vitally important in not only getting us out of a hard place last autumn, but tackling the new patron software transition and, with Andy and Mary Lou's help, our technology systems.
2. Her departure does not at all put us in a position even remotely close to where we were last year at this time.

Josh and Shawn

1. Josh is doing superb work in the office and with our patrons and donors
2. Shawn is likewise doing excellent work, e.g. produced the brochure, got the website over the finish line and produced our new and improved program books. She has been preparing to and is eager to take on more responsibilities, including the myriad details around the recording project.

In summary, we are in good shape thanks in part to Mary's efforts, and we're positioned with Josh and Shawn to take the next step forward. I don't plan to name Shawn as managing director, as we want to first consider the configuration of this position.

MUSIC STANDS

1. Thank you to those who contributed.
2. We save hundreds of dollars every year from not having to rent them.
3. Singers are grateful!

COMPETITION WINNER

We have a winner from 31 submissions:

Martin Sedek already is an award-winning composer. He has a PhD in composition, is Composer-in-Residence at Harmonium Choral Society and The Baldwin Festival Chorus of NYC; Music Director and Conductor of Choral Art Society of NJ. He's also on the faculty of Montclair State University.

AMERICAN RHYTHM

1. Content: American composers; themes of bravery, patriotism and peace
2. Intent: Honor veterans, mark centenary of Armistice Day, expand our audience
3. Jake Runestad and Jeffrey Biegel will be here
4. Please promote!

STRATEGIC CONVERSATION

Using the four Strategic Vision Statements developed by the Board at the September Board Retreat, Clyde Kunz divided the Directors by Committee (Audience Development, Governance, and Fund Development / Finance). Each group then discussed the implications of those four visionary statements on the more immediate (this year and next) work of each committee.

The meeting concluded at 5:00PM with an announcement that the next Board meeting would be held at St. Francis in the Valley Episcopal Church in Green Valley, on November 14th at 3:00PM. A question was raised about the appropriateness of holding another Board meeting so soon after this one; the Chair responded that he felt it necessary in light of the fact that (by that time) we will have completed 1/3 of our concert cycles for the season, but have not yet reviewed financial statement.

**True Concord Voices and Orchestra
Chair's Report
November 8, 2018**

Subsequent to our last meeting I had an opportunity to sit down with our former Managing Director, Mary McClurkin, to conduct an "exit interview" (over really good coffee!). Mary was extraordinarily professional, and came to the meeting having thoughtfully prepared several issues she wanted to share with me that she believed would help True Concord reach its next level of development. She cited and we discussed her suggestions in two broad areas:

1) Administrative & Artistic Staffing

Mary indicated that one of the things "left hanging" was that the IRS had questioned the fact that a couple of our musicians had SS# information that did not match their names; she had been working to resolve those issues with the musicians, and although one had been resolved, one remained unresolved. I will follow up with Eric and Josh to ensure that all of our musicians are in compliance.

2) Budget & Other Administrative Controls

This conversation was actually quite productive. Mary recognizes that in order for True Concord to reach the four Vision Statements identified at the Board Retreat in September, it will be necessary to better define the roles of our Founding Music Director and the Managing Director. As an example, it will be necessary for a Managing Director to have more control of budgetary decisions (other than the artistic production budget) and to be the individual responsible to the Board for adherence to budget. We also discussed the likely need in the not-too-distant-future to find office space for True Concord other than at Dove of Peace.

I have also discussed these suggestions generally with Eric and have shared with him that we should probably hold off hiring another Managing Director for now, focusing instead on ensuring that we have adequate "down ballot" office support. One suggestion I shared with him (which came to me from another board member) was that someone be hired to work for Josh, to make certain we aren't over-burdening him with some of the detail data-entry work.

True Concord Voices and Orchestra
MUSIC DIRECTOR'S REPORT
November 8, 2018

AMERICAN RHYTHM

1. Response from audience was effusive, particularly to *America the Beautiful* and *Dreams of the Fallen*. After hearing the concerts, Jake was especially interested in having us record his piece. He's also agreed to write a new piece.
2. This concert project reflects a growing issue with scheduling vis the orchestra. This was the one weekend in November we could do this veteran-centered program, and the orchestra was booked Friday night (Midori), resulting in need to have two concerts on Saturday.
3. Saturday afternoons are not optimal, although TSO is doing more of them; this (and content of the concert) may have had impact on audience numbers.
4. We came under our goal for this program. When looking at Northern Lights and American Rhythm together, we're under by ca. \$5K. I believe we will make that up with Lessons and Carols and Corinne's recital (for which we did not budget any ticket income). (We also came under in artist budget for these first two by ca. \$5K.)
5. We did have more than 100 new people to the concerts, including many vets. Compared to last year at this time, there were more people in the audience this year by ca. 10%-- just fewer paying attendees. We had an immediate bump in calls and orders for subsequent concerts the next week.

MARKETING

There have been some concerns raised about some marketing miscues and the budget.

1. ProVentures is doing good work. They have undoubtedly expanded our reach through their advertising infrastructure
2. They are still familiarizing themselves with our systems and procedures. We plan a debriefing about these first two concerts yet this month.
3. They are on budget, pulling from both marketing and concert production lines (program books). Early on, we decided to put our beautiful brochure in more hands, and diverted some budget from peripheral advertising. It has paid off with 20% increase in subscription orders

MESSIAH!

Is sold-out in Green Valley and is nearly sold out in Saddlebrooke!

CONCERT SPONSORSHIPS

Number of donors in this program is growing, and existing donors are giving more! The mailing about sponsorships was the catalyst.

**True Concord Voices and Orchestra
Audience Development Committee
Nov 7, 2018 – 3 P.M.**

Present:	Eve Shapiro, Chair	Julia Pernet
	David Leege	Eric Holtan
	Clyde Kunz (by phone)	Deb Hunley (ProVentures)
	David Nix	Laurel Islas (ProVentures)
		Josh Keeling

- We set the meetings for the remainder of the season: Dec. 11 at 10 am, Jan 8 at 10 am (note change due to Eric's schedule!!), Feb 13 at 3pm, March 13 at 3 pm, April 10 at 3 pm, May 8 at 3 pm
- Marketing report: season brochure double estimated amount as sent to 2x as many people (20,000 instead of 10,000). Eric feels this was a good investment because season tickets were increased 20%.
- Programs were also not combined. Eric explained that American Rhythm program not finalized at time of first concert. Lessons and Carols, Latin and Corinne Winters concerts will be printed all together and final 2 concerts will be combined to cut costs.
- Cuts have been made in advertising, particularly Az Daily Star. We should be able to get info from our ticket program on which media outlets are most effective by next meeting.
- ProVentures working on free media, ie interviews with Eric, composers, etc. Also working on article in Desert Leaf.
- We discussed outreach to Hispanic community to market the Latin concert. ProVentures will be reaching out to U of A Latin America and music depts., Hispanic Chamber of Commerce and Hispanic media. They will also see about setting up interviews with a Spanish speaking musician for radio.
- Restaurant associations are helping clicks on site but not clear if that is translating into sales. We will hopefully be able to get that information soon.
- Ticket sales report given by Josh. Total tickets were higher than last series of concerts but there were more comp tickets.
- Numbers were down about \$5,000 from American Rhythm due to several factors: busy weekend, no evening performance in Tucson, concerts only 2 weeks after previous series, no name recognition of composer. Eric believes that this concert served as a marketing tool to reach new audiences. Several committee members had anecdotal experiences of knowledge of patrons purchasing tickets to other concerts. Several vet groups did send many members and were enthusiastic.
- Reviewed ticket sales numbers for Lessons and Carols. We need to sell more for Thursday and Sunday evenings.
- Discussed issues surrounding the Messiah concerts, as the Tanque Verde site has had all tickets purchased by a member of the congregation to give out to concertgoers. Eric will speak with their organizer regarding how to mitigate potential issues.
- Discussed rejoining visitTucson and taking advantage of their social media. ProVentures believe this would be an excellent investment as it is the most frequented website for visitors. Members agreed.
- Meeting adjourned at 4:30.

Ticket Sales to date - 11/8/2018

Summary Ticket Report - Northern Lights				
	Totals	10/19	10/20	10/21
Single Tickets Sold Total	335	88	148	99
Single Tickets - Premium	74	12	45	17
Single Tickets - General	207	64	85	58
Walk Up Tickets - Premium	5	0	3	2
Walk Up Tickets - General	42	12	11	19
Student Tickets	7	0	4	3
Subscription Tickets Total	377	99	151	127
Subscription - Reserved	90	N/A	42	48
Subscription - Premium	126	43	50	33
Subscription - General	161	56	59	46
Total Sold Tickets (Single & Sub)	712	187	299	226
Comps	80	13	49	18
Total Tickets including comps	792	200	348	244
Ticket Revenue	\$ 22,225.63	\$ 5,319.50	\$ 9,562.04	\$ 7,344.09
CD Sales Revenue	\$ 180.00	\$ 40.00	\$ 70.00	\$ 70.00
Handling Revenue	\$ 798.00	\$ 140.00	\$ 430.50	\$ 227.50
CC Processing Fees	\$ (692.50)	\$ (108.50)	\$ (362.50)	\$ (221.50)
Net Income	\$ 22,511.13	\$ 5,391.00	\$ 9,700.04	\$ 7,420.09
Goal	\$ 20,000.00			
	111%			

Summary Ticket Report - American Rhythm				
	Totals	11/3 3pm	11/3 7pm	11/4
Single Tickets Sold Total	283	88	81	114
Single Tickets - Premium	67	23	8	36
Single Tickets - General	156	41	62	53
Walk Up Tickets - Premium	3	2	0	1
Walk Up Tickets - General	50	18	11	21
Student Tickets	7	4	0	3
Subscription Tickets Total	352	80	108	164
Subscription - Reserved	87	28	N/A	59
Subscription - Premium	137	24	57	56
Subscription - General	128	28	51	49
Total Sold Tickets (Single & Sub)	635	168	189	278
Comps*	220	85	43	92
Total Tickets including comps	855	253	232	370
Ticket Revenue	\$ 20,221.60	\$ 5,406.10	\$ 5,471.80	\$ 9,343.70
CD Sales Revenue	\$ 110.00	\$ 40.00	\$ 60.00	\$ 10.00
Handling Revenue	\$ 623.00	\$ 220.50	\$ 101.50	\$ 301.00
CC Processing Fees	\$ (560.00)	\$ (201.00)	\$ (80.00)	\$ (279.00)
Net Income	\$ 20,394.60	\$ 5,465.60	\$ 5,553.30	\$ 9,375.70
Goal	\$ 28,000.00			
	72%			

*Comp tickets include "invite a vet," Vet Tix, artist, host and media comps

Lessons & Carols Sales to date

Ticket Type	Quantity	Buyer Price	Fee	Patron Tech Fee	Net Total
Single Ticket Totals	172	5,531.69	574	-432	5,673.69
Thursday, December 13, 2018 at 7:30 PM	22	712.91	70	-60.5	722.41
Friday, December 14, 2018 at 7:00 PM	25	754	80.5	-59	775.5
Saturday, December 15, 2018 at 7:30 PM	76	2,542.38	252	-192	2,602.38
Sunday, December 16, 2018 at 3:00 PM	38	1,217.40	133	-92	1,258.40
Sunday, December 16, 2018 at 7:30 PM	11	305	38.5	-28.5	315
Fulfilled Subscription Totals	405	14,201.31	0	0	14,201.31
Thursday, December 13, 2018 at 7:30 PM	22	763	0	0	763
Friday, December 14, 2018 at 7:00 PM	116	3,581.60	0	0	3,581.60
Saturday, December 15, 2018 at 7:30 PM	125	4,635.70	0	0	4,635.70
Sunday, December 16, 2018 at 3:00 PM	96	3,695.10	0	0	3,695.10
Sunday, December 16, 2018 at 7:30 PM	46	1,525.91	0	0	1,525.91
Comp Totals	61	0	0	0	0
Thursday, December 13, 2018 at 7:30 PM	1	0	0	0	0
Friday, December 14, 2018 at 7:00 PM	60	0	0	0	0
TOTALS	638	19,733.00	574	-432	19,875.00
December Goal:		34,000.00			
					58%

True Concord Goes Latin Sales to date

Ticket Type	Quantity	Buyer Price	Fee	Patron Tech Fee	Net Total
Single Ticket Totals	36	1,105.46	101.5	-86.5	1,120.46
Friday, January 18, 2019 at 7:00 PM	5	153.4	17.5	-13.5	157.4
Saturday, January 19, 2019 at 7:30 PM	22	670	63	-48	685
Sunday, January 20, 2019 at 3:00 PM	9	282.06	21	-25	278.06
Fulfilled Subscription Totals	412	14,264.82	0	0	14,264.82
Friday, January 18, 2019 at 7:00 PM	122	3,702.95	0	0	3,702.95
Saturday, January 19, 2019 at 7:30 PM	159	5,631.05	0	0	5,631.05
Sunday, January 20, 2019 at 3:00 PM	131	4,930.82	0	0	4,930.82
Comp Totals	31	0	0	0	0
Friday, January 18, 2019 at 7:00 PM	31	0	0	0	0
TOTALS	479	15,370.28	101.5	-86.5	15,385.28

Corinne Winters Recital Sales to date

Ticket Type	Quantity	Buyer Price	Fee	Patron Tech Fee	Net Total
Single Ticket Totals	41	815	38.5	-57.5	796
Tuesday, January 22, 2019 at 7:00 PM	41	815	38.5	-57.5	796
January Goal:		28,000.00			
					58%

Bach St. Matthew Passion Sales to date

Ticket Type	Quantity	Buyer Price	Fee	Patron Tech Fee	Net Total
Single Ticket Totals	28	857	98	-67.5	887.5
Friday, February 22, 2019 at 7:00 PM	6	180	21	-16	185
Saturday, February 23, 2019 at 7:30 PM	10	310	35	-27	318
Sunday, February 24, 2019 at 3:00 PM	12	367	42	-24.5	384.5
Fulfilled Subscription Totals	483	16,309.22	0	0	16,309.22
Friday, February 22, 2019 at 7:00 PM	136	4,079.65	0	0	4,079.65
Saturday, February 23, 2019 at 7:30 PM	183	6,252.07	0	0	6,252.07
Sunday, February 24, 2019 at 3:00 PM	164	5,977.50	0	0	5,977.50
Comp Totals	31	0	0	0	0
Friday, February 22, 2019 at 7:00 PM	31	0	0	0	0
TOTALS	542	17,166.22	98	-67.5	17,196.72

February Goal: 60,000.00

29%

Mozart Requiem Sales to date

Ticket Type	Quantity	Buyer Price	Fee	Patron Tech Fee	Net Total
Single Ticket Totals	47	1,577.50	165	-126	1,616.00
Friday, March 29, 2019 at 7:00 PM	6	180	21	-13.5	187.5
Saturday, March 30, 2019 at 7:30 PM	19	652.5	67	-53.5	665.5
Sunday, March 31, 2019 at 3:00 PM	22	745	77	-59	763
Fulfilled Subscription Totals	473	16,342.96	0	0	16,342.96
Friday, March 29, 2019 at 7:00 PM	130	4,013.00	0	0	4,013.00
Saturday, March 30, 2019 at 7:30 PM	189	6,481.11	0	0	6,481.11
Sunday, March 31, 2019 at 3:00 PM	154	5,848.85	0	0	5,848.85
Unfulfilled Subscription Totals	0	0	0	0	0
Comp Totals	31	0	0	0	0
Friday, March 29, 2019 at 7:00 PM	31	0	0	0	0
TOTALS	551	17,920.46	165	-126	17,958.96

March Goal: 50,000.00

36%

True Concord Voices and Orchestra
Fund Development Committee (by VIDEOCONFERENCE)
Nov 7, 2018 – 4:30PM

Present: Clyde Kunz, Chair
Pat BJOROVDE
Sue Markovich
Eric Holtan
Andy Watson
Josh Keeling

- We reviewed the (attached) Fund Development Report dated November 7, 2018.
- Clyde noted that he and Eric will be meeting with the three members of the Board of Directors who have not yet made a financial commitment for this season; their hope is that each of them might consider a sponsorship.
- Josh had provided several sample reports that can be produced fairly automatically in Patron Manager. One of those, a “dashboard” graphically illustrates actual vs. budgeted numbers for giving categories including:
 - Board gifts
 - Gifts from other individuals
 - Foundations gifts
 - Corporate gifts
 - Government grants

The only thing the “dashboard” would not provide is a base of comparison to the prior year’s numbers in each of those categories. Josh agreed to pull month-end numbers from Gift Works (our old system), to keep on file for comparison’s sake. After this year, we should have the prior year’s number in Patron Manager in order to make comparisons.

- There was some additional discussion about reports that are needed on a less-frequent basis (often just once/year) for such things as “prior year donors who have not yet made a gift in the current year” etc. Clyde will work with Josh on identifying those periodic reports that might be needed from Patron Manager.
- The next Fund Development Committee meeting will be held Thursday December 6th at 4:00PM.

FY19 Fund Development Summary, 11/7/18

Fund	Committed		Received	Budget	% of Budget		Committed	Received	Last FY		% Change this	
	Committed	Received			Committed	Received			Date	Committed to	FY:	Committed
Board Gifts	\$71,671.32	\$35,975.89	\$90,000.00	80%	40%	\$71,810.16	99.8%	\$51,060.16	70%			
Individual Gifts	\$69,020.05	\$63,075.05	\$228,000.00	30%	28%	\$50,204.78	137%	\$47,704.78	132%			
Corporations	\$4,346.25	\$146.25	\$12,000.00	36%	1%	-						
Foundations	\$14,000.00	\$14,000.00	\$22,000.00	64%	64%	\$22,500.00	62%	\$22,500.00	62%			
Government	\$37,000.00	\$37,000.00	\$38,000.00	97%	97%	\$22,000.00	168%	\$12,000.00	308%			
Total:	\$196,037.62	\$150,197.19	\$390,000.00	50%	39%	\$166,514.94	118%	\$133,264.94	113%			



BOARD MEMBER PROFILE

Claire West
Address 4500 E Sunrise Dr Tucson AZ 85718
Principal, Claire West Consulting
602 258 9455
cwest9455@hotmail.com

Term expires

Professional Affiliations/Community Affiliations

Grand Canyon Music Festival, Board Member, Immediate Past President. Since 2007.
Scottsdale Ballet Foundation, Board Member, Immediate Past President. Since 2013. Term ends Dec 2018.
Del E Webb Center for the Performing Arts, Governance Committee Chair, Audit Committee member, Board Secretary. DEWPAC - 2018 Governor's Arts Award for Community. Since 2016. Term ends 2020.
Museum of Walking, Advisory Committee.
Arizona Music Hall of Fame, Advisory Council.
Alliance of Arizona Nonprofits, Nonprofit Policy Council.
Phoenix JazzHubs Task Force.
Musica Nova Orchestra, Advisory Committee
Memberships: Arizona Evaluation Network, Arizona Presenters Alliance, Alliance of Arizona Non-profits.

Committee Preference

Governance

Would you be interested in helping with

Special Events - possibly

Concert production - no

The True Concord office – no

Thanks for this opportunity. My move back to Tucson is intentionally to re-immense in the rich cultural landscape here. I can think of no better way than offering my services as a board member for True Concord. I bring to board service the full weight of my experience, knowledge and networks. I know that will not be wasted since True Concord is an established corporation with a widely respected artistic product and a board that understands good governance. I prefer to take on a project when entering into board service. The Governance Committee is of interest since I regularly consult in good governance and board development. I am not able to take the role of unpaid staff, but would be pleased to advise on a committee structured to explore mission-driven performance expansion around the state and the nation, as well as advise as a board liaison to the grantwriting officer. True Concord strategic visioning has included widening the performing environment. Having participated in Phoenix Chorale's similar strategic intention, and having been, myself, a booking agent for classical music and modern dance around the nation and the world, and having run the Dance on Tour program at the Arizona Commission on the Arts and managed the statewide tour of the National Symphony during that time, there may be something I have to share there. As a professional grant-writer I may be able to work alongside the grants office to continue to assure winning approaches.

CLAIRE WEST

cwest9455@hotmail.com

www.linkedin.com

Current - Principal, Claire West – Consulting. Independent Contractor. Since 2014.

Non Profit /Community-Based-Organization Consulting: Fund Development Analysis and Planning; Project Management; Organizational Assessment; Meeting and Retreat Facilitation; Board Development; Strategic Planning; Proposal Development and Preparation; Grant Review/Research/Writing. Clients include arts and culture, human services, health, education, faith, environment, historic preservation. Senior Associate with Institute of InterCultural Practice. Former Senior Associate with Inspired Connections. Participant in Vitalyst Health Foundation Consultants Community of Practice. Currently, roster of 15 active clients.

Current Professional and Community Involvement - Boards of Directors/Committees:

Grand Canyon Music Festival, Board Member, Immediate Past President.

Scottsdale Ballet Foundation, Board Member, Immediate Past President.

Del E Webb Center for the Performing Arts, Governance Committee Chair, Audit Committee member, Board Secretary.

DEWPAC - 2018 Governor's Arts Award for Community.

Museum of Walking, Advisory Committee.

Arizona Music Hall of Fame, Advisory Council.

Alliance of Arizona Nonprofits, Nonprofit Policy Council.

Phoenix JazzHubs Task Force.

Musica Nova Orchestra, Advisory Committee

Professional History

2008-2014 Institutional Giving Officer, Children's Museum of Phoenix. Corporate, Government and Foundation relations for Phoenix's state-of-the art museum for children.

2007/8: Business Director, School of Ballet Arizona. Senior executive for all business aspects of the official school for Ballet Arizona.

1991 - 2007: Performing Arts Director, Arizona Commission on the Arts. Official state arts agency. Senior administrator for services for the performing arts in Arizona.

1999 - 2004: Faculty, Arts Administration, Arizona State University.

1998: Phoenix coordinator, National Academy of Recording Arts and Sciences GRAMMY FESTIVAL.

1990 -1991: Executive Director, Orts Theatre of Dance, Tucson.

1986 -1990: Development Director/Assistant Director, Rockland Center for the Arts, Nyack, NY.

1982 -1985: Co-Artistic Director, Business Manager, Dance Omnium, Fairbanks, Alaska.

1984, 1985: Lecturer, Choreography and Performance, University of Alaska, Fairbanks.

1980 -1985: Director, Claire West-Ballet, Fairbanks.

Activity of Relevance (1985-2018):

Booking Management, Classical Music and Modern Dance.

Recipient: Chandler Center for the Arts Inaugural Celebrate the Arts Award, Katrina Pappas award.

Consultant, Facilitator: clients have included WHAM Arts, Arizona Presenters Alliance, Daring Adventures, Phoenix Chorale, City of Goodyear Arts and Culture Commission, Franciscan Renewal Center, VSA Arts AZ, Musica Nova, Arizona Evaluation Network, Heritage Square Foundation, Mesa Arts Center, Metropolitan Youth Symphony, Theatre Artists Studio, Phoenix Children's Chorus, Arts For All, St Luke's Health Initiative Arts Technical Assistance Group, Scottsdale Ballet Foundation, Kingman Center for the Performing Arts, Arizona Humanities Council, Casa Grande Arts Council, Foothills Community Theatre, Quartet Sabaku, New Articulations Dance, Theaterworks, Sierra Vista Symphony, The Phoenix Fringe Festival, Winding Road Theatre, Chris Jacome, Lisa Glow Consulting, Jazz in AZ.

Grants review panelist: Throughout the state and the nation.

Lecturer/Speaker: Local and international.

Recent Committee/Board Member Activity: Arts Integration Solutions, Board Member; Phoenix Chorale, Board Member, Finance Committee, Good Governance Committee. Phoenix Chorale is a two-time Grammy Award winner; Arizona School for the Arts, Board Member; Eisendrath House, Gala Committee; Phoenix Boys Choir, Gala Committee; 105th Arizona Town Hall – Arizona's Economy.

Memberships: Arizona Evaluation Network, Arizona Presenters Alliance, Alliance of Arizona Non-profits.