



policy. (This document is currently used by all nine Revels companies nationwide as a standard and model.)

2010-2013

**DISCOVERY ENSEMBLE**

**Boston, MA**

**Management Consultant.** For Boston’s acclaimed chamber orchestra. In this capacity, I served as the de facto Executive Director for this start-up professional orchestra. Primary tasks included establishing and implementing a management structure and procedures necessary to build a sustainable organization. Annual activities included subscription concerts at Sanders Theatre, Harvard University and Jordan Hall, New England Conservatory; public radio broadcasts (WGBH “Live from Fraser”); and comprehensive music education activities in Boston schools (youth concerts, full orchestra in-school workshops and follow up mini workshops).

Achievements: Created and implemented financial reporting procedures. Substantially upgraded marketing efforts, subscription and single ticket campaigns, student ticket program, and electronic media marketing. Expanded public concert and in-school activities. Operated with consistently balanced budgets.

2005-2010

**BOSTON PHILHARMONIC**

**Boston, MA**

**Executive Director.** For a leading per-service orchestra serving Greater Boston. Activities included twelve subscription concerts performed at Harvard University’s Sanders Theater and New England Conservatory’s Jordan Hall; run-out concerts to Mechanics Hall, Worcester, MA; and an annual gala benefit concert held at Harvard University or Symphony Hall, Boston, MA. Local radio broadcasts (WGBH). \$1.4 million budget.

Financial: Eliminated a \$250,000 accumulated deficit. Reorganized and strengthened all financial reporting procedures including monthly financial statements, cash flow projections, payroll services and upgraded and improved the working relationship with outside auditors. Reorganized management staff and facilitated resolution of key governance questions eliminating chronic management dysfunction.

Marketing and Development: Stopped a serious multi-year trend of subscription losses; revamped ticket selling strategies (single and subscription); implemented the orchestra’s first professional telemarketing campaign; concert attendance on a per-season basis averaged between 92—98% capacity—the highest of any professional orchestra in Greater Boston; increased the NET proceeds of the orchestra’s annual benefit concert from \$17,000 (2004) to nearly \$250,000 (2009).

1984-1990

**HONOLULU SYMPHONY SOCIETY**

**Honolulu, HI**

**Executive Director.** For a leading American regional orchestra and society with extensive public and educational services. During this period, the organization experienced a financial turnaround, operating five out of six seasons in the black, retiring an accumulated deficit and significantly improving the artistic quality of all programs. A new five-year plan was adopted, and a \$15 million endowment drive was successfully launched. \$5.2 million budget.

Orchestra: 85 members. Chorus: 160 members. Staff: 25 full/part time. Season: 41 weeks, producing approximately 135 concerts and 200 in-school ensemble performances per season, including Great Performances subscription series presenting world-renowned guest artists and premieres of regularly commissioned new works by American composers; pops subscription series; chamber orchestra series; outdoor summer concert series; statewide tours (5 Neighbor Islands) and radio broadcast series; annual presentation of the San Francisco Ballet; K-HS youth

education programs.

Artistic Achievements: Expanded core of orchestra from 57 to 63 musicians; increased length of season from 34 to 41 weeks; established merit pay structure and corrected major pay inequities within the orchestra; negotiated multi-year contracts with AFM, IATSE and with Hawaii Opera Theatre for HSO services; expanded radio broadcast series and improved broadcast quality, initiated first international broadcast of HSO through Orchestras of the Pacific series on American Public Radio; formed and chaired Program Committee to significantly improve artistic quality and marketability of HSO subscription series.

Financial and Administrative: Balanced budget (surplus) in five of six years (budget increased from \$2.6 million to \$5.2 million); established \$200,000 cash reserve fund; strengthened financial reporting and controls; initiated computerization of information and record systems, box office. Developed first five-year plan in history of the organization; improved arts advocacy at all government levels; reorganized board of directors through establishment of a board self-study and new Committee on Directors; reorganized staff, including development of first Honolulu Symphony Society employee handbook.

Development and Marketing: Increased endowment from \$997,000 to \$3,200,000 with an additional \$1.5 million in pledges; obtained National Endowment for the Arts (NEA) Challenge Grant of \$200,000 which was successfully matched 3:1; obtained 50% growth in NEA operating grant, to \$92,000; Increased State of Hawaii annual support from \$230,000 to \$1.25 million (543% growth); obtained State of Hawaii \$1.0 million matching grant for endowment and accomplished 1:1 match; obtained second State of Hawaii \$1.0 million matching grant for endowment; increased City/County of Honolulu annual support to \$165,000 (65% growth); increased annual contributed revenue by 42%. Developed convention market for HSO performances (to \$250,000 in revenues); increased season ticket sales by 57%; developed successful telemarketing and telefundraising campaigns.

**1981-1984**

**LONG ISLAND PHILHARMONIC**

**Long Island, NY**

**General Manager.** For a metropolitan orchestra serving 2.8 million population of Long Island, New York, Manhattan's largest suburban area. \$850,000 budget.

Orchestra: 100 members. Chorus: 170 members. Activities: 7 pairs of subscription concerts; young persons concerts; summer outdoor park concerts; chamber ensembles; master classes; pre-concert lecture series.

Achievements: Operated on a better-than-break-even basis for three years (\$400,000 surplus); prior to the 1981-82 season the orchestra had never operated in the black. Retired an accumulated deficit of \$260,000; initiated public radio broadcasts on WNYC-New York; increased season sales by 23% (to 90% capacity); increased overall earned income by 91%; reorganized financial reporting procedures; initiated computerization of budget, records, and mailing lists; negotiated on behalf of a 12-orchestra consortium (New York-area metropolitan orchestras including American Symphony Orchestra, Brooklyn Philharmonic, Opera Orchestra of New York, Long Island Philharmonic, and Little Orchestra Society) the first per-service contract with AFM, Local 802.

**1979-1980**

**NORTH ARKANSAS SYMPHONY**

**Fayetteville, AR**

**Orchestra Manager.** Responsible for financial, artistic and operations management of a break-even budget of \$110,000. Orchestra: 75 members. Activities: 4 pairs of subscription concerts;

youth concerts; outdoor park concerts; youth orchestra clinics; chamber ensembles; master classes; commercial radio broadcasts and local public television of concerts.

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***Other Employment***

**2000-2010**

**HEALING NATURALS, LLC.**

**Brookline, MA**

**Co-Owner.** Independent full-service, natural products store in Greater Boston specializing in vitamins, herbal products, homeopathic medicines, sports nutrition, aromatherapy, books and natural body care products. Responsible for all aspects of store management and operations, with specific duties including: accounting and finance; inventory management; marketing and advertising; and customer service.

**1992-1999**

**BEST VALUE TRAVEL, INC.**

**Honolulu, HI**

**General Manager.** General management and marketing of Waikiki's top discount travel and tour service. Served both individuals and groups. International clientele. Services included airline tickets, hotel/condominium accommodations, car rentals and sightseeing tour bookings. Annual sales \$3.5 million.