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PRESENT POSITION

Director, Michael C. Rockefeller Arts Center
State University of New York at Fredonia

Rockefeller Arts Center comprises a 1200-seat concert hall, a 400-seat proscenium theatre, a 200-seat experimental theatre, two art galleries and numerous studios, shops and offices. Over 170 events are presented annually by the center and 22 academic departments, student groups and community organizations.

Responsibilities include artistic direction; facility management; marketing and public relations; budgeting and financial management; fund raising and income development; developing and coordinating user services; producing, negotiating and contracting arts events; short-term and long-term planning; hiring and supervising staff; policy formulation; and directing an undergraduate degree program in arts administration.

EDUCATION

M.A., Michigan State University, 1978 (Communication with a concentration in Arts Administration) Thesis Title: "Increasing Student Attendance at the Performing Arts: An Application of Metric Multidimensional Scaling"

B.A., Tufts University, 1971 (Drama and Speech)

EMPLOYMENT HISTORY

Director, Rockefeller Arts Center (1982-1997; 1998 to present)

Interim Assistant Vice President for Academic Affairs, SUNY Fredonia (1997-98)

Assistant to the President for UUP Labor Relations (in addition to other duties; 1997-2000)

General Manager, Theatre Guild of the Midland (Michigan) Center for the Arts (1979-82)

Graduate Assistant for Audience Development and Student Personnel, Lecture-Concert Series (now the Clifton and Delores Wharton Center for Performing Arts), Michigan State University (1976-78)

Free-lance graphic designer and community theatre designer and technical director, Jackson, Michigan (1975-76)

Teacher of drama and speech, Lumen Christi High School, Jackson, Michigan, (1974-75)

Line worker, Quick Plastics, Jackson, Michigan (1972-74)

Assistant Production Manager, Ladd Offset, Maiden, Mass. (1971-72)

**SELECTED
ADMINISTRATIVE
ACHIEVEMENTS
at
SUNY FREDONIA
(As Director of
Rockefeller Arts
Center):**

Wrote comprehensive mission statement and statement of operating philosophy for the center and developed its first written five year plan. Revised policy manual and established written procedure manuals for all areas of center's daily operations.

Established program of support services to academic departments and other facility users including marketing research, interest-coded mailing list, centralized usher corps, combined subscription campaigns, comprehensive semi-annual event calendars, coordinated solicitation of corporate sponsors and publication of event playbills.

Originated four popular series designed to complement offerings of academic departments. Targeted at specific market segments, these series include "On Stage for Youth" (daytime performances for area school groups), "Kaleidoscope" (early evening shows for parents and children), "World Travel" (travel-adventure film lectures for general public and senior citizens), and the "DFT Communications Pops" (light classics, jazz and show tunes for traditional music lovers.)

Established a program of annual financial support from area foundations, business and individuals. This program, which included starting a community support group called "Friends of the Michael C. Rockefeller Arts Center," has raised over \$1.5 million since its inception. Also set up center's first major gift and endowment program.

Took over oversight of the University wide ticket office in 2007; installed new campus-wide computerized ticketing system, hired new manager and established new procedures, greatly increasing customer service and financial accountability.

Coordinated and/or participated in over \$6 million worth of improvements to physical plant including upgrading of theatrical lighting/dimming systems, repair/replacement of stage rigging and curtains, addition of studio and shop ventilation, building-wide asbestos abatement and window replacement, renovation of art gallery, ADA compliance projects, and interior decoration of public spaces.

Provided academic advising, experiential learning opportunities, mentoring and career guidance to scores of students, many of who have gone on to successful careers in arts management throughout the country.

Served on selection panel for architectural firm for \$35 million building addition and served on campus steering committee for same (ongoing.)

Chaired Inauguration Planning Committee for President Virginia Schaefer Horvath and served as producer of week-long series of Inaugural events (summer/fall, 2012).

**(As Interim
Assistant VP and
Assistant to the
President for UUP
Labor Relations):**

Provided leadership, research and coordination to a two-committee process that resulted in an adopted recommendation to migrate all campus mainframe applications to the to a new on-line, web-enabled computing system using an integrated relational database running in a client/server environment. (\$2 million project: Banner 2000)

Strengthened divisional participation in college-wide student recruitment efforts by initiating a process that generates personalized form letters to newly-accepted students from department chairs.

Re-organized advisory committee structure for information technology policy and planning. Chaired Information Technology Board which forwarded recommendations for multi-year campus-wide infrastructure improvements as well as policies in the areas of computer ethics and modem pool/dial-up usage.

As College President's designee for labor relations problems, I successfully negotiated details for settlements of three union grievances and for two long-standing and complicated Improper Practice Charges which had been filed with the Public Employees Relations Board. Also provided advice and counsel to supervisors of employees with problematic behavior and ensured compliance with due process rules when termination was necessary.

**CREATIVE
ACHIEVEMENTS
at
SUNY
FREDONIA**

Since 1992, I have served as producer of the pops concerts by the Western New York Chamber Orchestra (WNYCO), a regional professional orchestra which is an ensemble-in-residence at the School of Music. Most frequently done the night before the annual campus commencement ceremonies, the concerts showcase student vocalists. My role has included collaborative conceptual and thematic planning of each concert, selection of repertoire and guest artists, and hiring and coordinating members of the creative team (conductor, staging consultant, rehearsal coach, and designers for wardrobe, set dressing and lighting). I also serve as emcee for these events, which has allowed me to establish a strong personal bond with local audiences.

America the Beautiful (November, 1992)
 Cole Porter Celebration (May, 1993)
 American Thanksgiving (November, 1993)
 25th Anniversary Gala (September, 1994)
 A Rogers and Hammerstein Celebration (May, 1994)
 A Broadway Spectacular (May, 1995)
 Salute to the Boston Pops (October, 1995)
 A Gershwin Gala (May, 1996)
 Love Songs and Duets: A Valentine's Day Concert (February 1997)
 Hooray for Hollywood (May, 1997)
 Christmas at the Pops (December, 1997)
 A Night in Vienna (May, 1998)
 Puttin' on the Ritz: A Tribute to Irving Berlin (May, 1999)
 Cole Porter Celebration (May, 2000)
 Richard Rodgers Celebration (May, 2002)
 An Evening of Lerner and Loewe (May, 2005)
 Back to Broadway (May, 2007)
 Bernstein on Broadway (May, 2009)
 Guys and Dolls in Concert (May, 2012)
 The Great American Song Book, Part One (May, 2013)

Starting in 2003, I started doing some of our commencement-eve concerts with a 17-piece big band made up of top regional jazz players instead of orchestra. This allowed us have a larger pool of repertoire from which to choose. My responsibilities have been the same as with the commencement-eve concerts done with WNYCO.

Salute to the Big Apple (May, 2003)
 The Best of Broadway (2004)
 Hollywood Hit Parade (May, 2006)
 Big Band Classics (May, 2008)
 All That Jazz (May, 2010)
 Big Band Song and Dance (May, 2011)
 The Great American Song Book, Part Two (planned for May of 2014)

In the fall of 2012, I took the concept of the Commencement-Eve Big Band concerts and transplanted it to December, creating a large production entitled The Big Band Christmas Spectacular. The program, with a cast of 10 and a crew of 8, featured vocal solos, duets; and quartets; dance numbers, instrumental selections, elaborate stage décor and special effects. The concert culminated six years of planning and included many musical arrangements created especially for the event. It was the first complete sell-out in the history of the pops series and generated a resounding and enthusiastic audience response. We are now planning to mount a similar concert in December of 2014 and hopefully every even-numbered year thereafter.

Produced "The Ring of the Fettuccines," a humorous and engaging hour-long introduction to opera for young people with melodies "borrowed" from 17 famous and not-so-famous dead composers. This was a collaborative effort with faculty members from the School of Music and students chosen by audition (December 2000). Also done during spring semester 2004, including an outreach spring break tour to three upstate New York cities.

**PREVIOUS ARTS
MANAGEMENT
EXPERIENCE**

In Midland, Michigan, (1979-82) served as the chief executive of a community theatre division (one of six member groups) of a multi-million dollar community arts center.

Responsibilities included supervising staff, audience development, fund raising, budgeting and bookkeeping, planning and implementing appearances by touring artists and companies. Expanded number of productions from 9 to 17 per year, including emphasis on booked-in as well as locally produced productions; initiated annual series of professional artist residencies for area school children; increased annual giving by 148% and subscription base by 37%.

At Michigan State University, (1976-78), served on the staff of one of the largest University-based presenters in the Midwest. Provided audience development and marketing support for 60 events annually with major responsibilities for mailing list maintenance and computerization. Assisted University development office with prospect identification for \$17 million fund raising campaign for new performing arts center. Also had complete charge of Director's Choice Film Series including booking, operations and marketing; increased film series attendance 76% in one year.

PUBLICATIONS

College and University Arts Centers: Operational and Staffing Profiles; A study of the operations, programs, services and staffing levels and patterns at performing arts centers on the campuses of public colleges and universities in the United States (Internal report for SUNY College at Fredonia, 1994. Over 100 copies in distribution to respondent institutions.)

Review of Arts Administration and Management by Harvey Shore in ACUCAA Bulletin, Vol. 31, No.4, April, 1988.

Contributing author, *Ticket to the World*, ACUCAA Supplement No.115, June, 1986

CONSULTING

Consultant to Elisa Monte Dance Company (previously Monte/Brown Dance) on strategies to develop company's North American touring potential. Pro-bono, 1998-2001.

Consultant to Shea's Center for Performing Arts, Buffalo New York, on development and marketing of programming for young people and families. Paid, Summer, 1997.

**PRESENTATIONS
and
CONFERENCE
LEADERSHIP**

"Learning by Doing@Fredonia.Edu; the Symbiosis of Practice and Teaching at Rockefeller Arts Center," an hour-long multi-media presentation given to a campus community audience upon receiving the President's Award for Excellence in Professional Service. (May, 1996)

Workshop leader, "Direct Mail Magic," and panel member, "Fund Raising for Campus," Annual Conference of Association of Performing Arts Presenters (New York, 1991)

Member of Conference Planning Committee, Northeast Performing Arts Conference (1989-91). General chair of educational sessions, 1990. Specific presentations for this organization include:

"Creating an Effective Annual Giving Program" (1994)

"Creative Publicity on a Shoestring" (1993)

"Fund Raising for Small Organizations" (1991)

"Tricks of the Marketing Trade" (1990)

"Travelogue Series" (1989)

"Managing Your Marketing Mix," Annual Meeting of Upstate New York Presenters, (Geneva, 1995)

"A Comparative Approach to Friends Programs," Annual Meeting of Association of Performing Arts Presenters (New York, 1984)

**HONORS
and
AWARDS**

Travelogue Sponsor of the Year, presented by the International Motion Picture Artists and Lecturers Association, 2001

Paul Harris Fellow, Rotary Club of Fredonia, New York, 1997

President's Award for Excellence in Professional Service, SUNY College at Fredonia, 1995-96

Communicator of the Year, presented by Concord Spellbinders (local chapter of Toastmasters International), 1993 (Awarded only to non-members of Toastmasters)

Chancellor's Award for Excellence in Professional Service, State University of New York, 1990

Honorary Member, Alpha Psi Omega, National Theatre Honors Fraternity, (Inducted by the chapter at the SUNY College at Fredonia, 1985)

**UNIVERSITY
SERVICE
(System Wide)**

University-Wide Committee on the Arts (1983-91)

Task Force on NYSCA Arts Funding for SUNY (1988)

Association of SUNY Arts Presenters (Chair, 1983-86; 1988-89)

**SELECTED
UNIVERSITY
SERVICE
(SUNY Fredonia)**

Senior Level Search Committees

Search Committee, President (1995-96)

Search Committee, Dean of Arts and Sciences (Chair, 1992-93)

Search Committee, Vice President for Development (1991)

Search Committee, Dean for Liberal and Continuing Education (1989-90)

Search Committee, Dean for Arts and Humanities (1987-88)

Faculty Governance

Presidential Review Committee (Fall, 2003)

Recycling Committee (2000-2001)

Faculty Council (currently known as University Senate) (1986-91, 1996-97)

Vice Chair (1997)

Faculty Secretary (1996)

Faculty Council Executive Committee (1988-91, 1996-97)

College-Wide Planning and Budget Committee (1997)

Faculty Council Parliamentarian (1989-91, 1996-98)

Governance Committee (1986-95)

Chair (1988-91)

Chair, Subcommittee on Bylaws Revisions (1987-88)

Administrative/ Advisory Committees

Web Calendar Task Force (2002-present)

Campus Capital Campaign Committee (1997-present)

Information Technology Advisory Board (Chair, 1997-98)

Campus Special Events Committee (1991 – present)

Columbus Quincentennial Planning Committee (1990-92)

Permanent Art Collections Committee (Chair, 1987-2002)

Energy Management Committee (1986-89)

Campus Media Advisory Council (1989-92)

Health and Safety Task Force for Rockefeller Arts Center (1988-89)

Campus Safety Committee (1991-95)

Committee for Chancellor's Award for Excellence in Professional Service (1990-93)

Other Campus Service

Parliamentarian to the Student Association (1990)

State Employee's Federated Appeal [Campus United Way Campaign]
(Co-Chair, 1995, 1996)

Visioning Committee for the College of Visual and Performing Arts (2011-12)

United University Professions (UUP) Grievance Chair (2012-present)

**CONTINUING
PROFESSIONAL
EDUCATION**

Current Trends in Labor Law and Arbitration (Labor Arbitration Institute, 1999, 1 day)

Applied Strategic Planning (University Associates, 1998, 3 days)

Performance Based Planning (Governor's Office of Employee Relations, 1998, 1 day)

Performing Arts Facility Management (International Association of Auditorium Managers, 1994, 3 days)

Personal Skill Development in Major Donor Solicitation (Council for Advancement and Support of Education 1994, 3 days)

Strategies for Success (supervision, problem solving, negotiation, conflict management and strategic planning; Sponsored by SUNY Office of University-Wide Programs in the Arts, 1986-87, with June Spencer, 9 days)

Dynamics of Leadership (Human Factors, Inc., 1985, 3 days)

Interaction Skills for Managers and Planners (University of Wisconsin-Extension, Madison, 1981, 5 days)

Preventive Legal Care for Nonprofit Organizations (Accounting Aid Society of Metropolitan Detroit, 1981, 1 day)

The following seminars and workshops were all sponsored by the Association of Performing Arts Presenters:

Strategic Positioning: Internal/External Marketing Focus (1990, 1 day)

Clarity, Leadership and the Presenter (with Robert Terry, 1990, 1 day)

The Aesthetics of Presenting (1990; 1/2 day)

All Facts are Not Created Equal (advanced marketing; 1988, 1 day)

Ethics in Manager-Presenter Relations (1988, 1 1/2 days)

Creative Arts Promotion (1987, 3 days)

Consumer Behavior in the Arts (1985, 2 1/2 days)

**COURSES
TAUGHT**

Introduction to Arts Management

Careers in Arts Management (1 credit)

Fund Raising (1 credit)

The Non-Profit Organization (1 credit)

**PROFESSIONAL
MEMBERSHIPS**

Association of Arts Administration Educators

Association of Performing Arts Presenters

International Association of Performing Arts for Young People (Board member and membership committee chair, 2003-2006)

Upstate New York Presenters (Co-Chair, 2001-2003)

Professional Travelogue Sponsors (President, 1992-94), now merged with TRACS

Travel Adventure Cinema Society (TRACS, formerly INTRAFILM) Board of Directors, 1992-94; Secretary, 2001-2004)

**COMMUNITY
and
PROFESSIONAL
SERVICE**

VIA Collaborative Arts Corporation
 DBA VIA Dance Collaborative
 A small NYC-based contemporary dance company
 President and Chairman of the Board (2005 –present)

New York State Council on the Arts
 Presenting Organizations Panel (peer review)
 Member (2004-07)
 Chair (2005-06, 2006-07)

Fund for the Arts in Chautauqua County
 Member, Allocations Panel (1991-93)

Munson-Williams-Proctor Institute, Utica, NY
 Performing Arts Advisory Committee, member (1990-94); chair (1990-93)

Adams Art Gallery, Dunkirk, New York
 Member, Personnel Committee (1990-91)

Fredonia Preservation Society
 Member, Theatre Advisory Committee (1988-90; 1994)

The 1891 Fredonia Opera House, Inc.
 Original incorporator and board member (1994-96)
 Member, Executive Director Search Committee, (1994-95)

Fredonia Rotary Club
 Member (1983 to present)
 Program Chair (1984-87, 1992-93)
 Board Member (1988-)
 Vice President (1992-93)
 President (1993-94)
 Chair, Membership Committee (1995-97)
 Assistant District Governor, Area 17 of District 7090 (2002-04)

Chautauqua County Rural Ministry (Ecumenical Anti-Poverty Agency)
 Board Member (1987-90)
 Treasurer (1988-90)

Unitarian Universalist Society of Northern Chautauqua
 Founding Member (1983-)
 President (1985-86; 1994-96; 1999-2001; 2005-06)
 Secretary (1986-87)
 Worship Committee Chair (1987-91)
 Membership Chair (1996-present)
 Stewardship Chair (2007-2011)
 Treasurer (2007-2012)

**PERSONAL
DATA**

Married: Wendy A. Westwood (Community Relations Director and District Treasurer, Chautauqua Lake School District) Two grown and married daughters: Adrienne, 32 (a dancer, choreographer and teaching artist in based in Brooklyn), and Phoebe, 27 (completing a master's degree in education at the Bank Street School in NYC). One Grandson, Eden!