

68TH ANNUAL CONFERENCE SCHEDULE

Tuesday, October 25

1:00pm – 5:45pm

Fayette

PARTNERS IN EXCELLENCE INSTITUTE: AN ECOLOGICAL APPROACH TO ARTS EDUCATION PARTNERSHIPS

SPONSORED BY THE METLIFE FOUNDATION

Wednesday, October 26

8:30am – 5:30pm

Allegheny 1

CREATIVE AGING INSTITUTE: ARTS EDUCATION FOR OLDER ADULTS

SPONSORED BY NAMM AND MAKING MUSIC MAGAZINE

9:00am – 5:45pm

Fayette

PARTNERS IN EXCELLENCE INSTITUTE, *continued*

Thursday, October 27

9:00am – 1:00pm

Fayette

PARTNERS IN EXCELLENCE INSTITUTE, *continued*

9:30am – 12:30pm

TOUR OF LOCAL SCHOOLS

- CAPA, The Pittsburgh High School for the Creative and Performing Arts
- Pittsburgh Center for the Arts

Delegates will be divided into two groups. Group 1 will visit Pittsburgh Center for the Arts first, leaving by bus from the front of the hotel. Group 2 will depart on foot from the front of the hotel for the short walk to CAPA. Each group will tour both schools. Please assemble in front of the hotel at 9:15.

9:45 – 10:45am

Westmoreland East

Maximizing Your Relationship with the National Guild

National Guild representatives will offer an organizational overview and share insights into how to make the most out of your affiliation. Come learn about the history and current state of community arts education; National Guild programs, member services, and governance structures; and how to get more involved.

Presenters: **Andy Behrens**, Membership Associate, National Guild
 Jonathan Herman, Executive Director, National Guild
 Michael Yaffe, Vice Chair, National Guild Board of Trustees

11:00am – 12:30pm

Westmoreland Central

Purpose with Power: Re-Thinking/Re-Framing the Role of Community Schools of the Arts

In the midst of sea changes in education and in the arts, how can we best clarify and communicate the unique role of “community schools of the arts”? What is conveyed by the term “community school”? What do we need to change in how we consider our purpose, our own way of “framing” what we do to convey the value, power and intent of our work? Join us for a lively discussion that will explore long-held beliefs about community arts education, the opportunities before us, and how best to move forward.

11:00am – 12:30pm **Purpose with Power, *continued***

Facilitator: **David O'Fallon**, President, MacPhail Center for Music, Minneapolis, MN

Panelists: **Philip Horn**, Executive Director, Pennsylvania Council on the Arts
Charlie Humphrey, Executive Director, Pittsburgh Filmmakers and Pittsburgh Center for the Arts
H. Raye Jones Avery, Executive Director, Christina Cultural Arts Center, Wilmington, DE
Daniel Windham, President & CEO, Cleveland Music School Settlement

12:30 – 1:55pm **Regional Chapter Chairs Meeting**

Westmoreland West

Facilitator: **Kirsten Morgan**, Chair, Committee of School Directors, National Guild

1:00 – 1:45pm **Conference Orientation**

Westmoreland East

An introduction to Pittsburgh and the Guild's 68th Annual Conference

Presenters: **Margaret Perry**, Director, The Armstrong Community Music School of the Austin Lyric Opera & Chair, Conference Program Advisory Committee
Marc Field, Executive Director, Center for Theater Arts, Pittsburgh, PA

1:00 – 8:00pm

Allegheny Ballroom 1

ARTS EDUCATION EXPO

An opportunity to visit with businesses, universities and organizations interested in working with community schools of the arts.

2:00 – 3:30pm

Allegheny Ballroom 2 & 3

JOINT OPENING PLENARY: WELCOME & KEYNOTE ADDRESS

SPONSORED BY STEINWAY & SONS

Welcoming Remarks

Speakers: **Bennett Lentczner**, Executive Director, International NETWORK of Schools for the Advancement of Arts Education
Philip Horn, Executive Director, Pennsylvania Council on the Arts
Jonathan Herman, Executive Director, National Guild
Bruce Stevens, President & CEO, Steinway & Sons

Danzas Argentinas, Op. 2

Alberto Ginastera

Danza del viejo boyero
Danza de la moza donosa
Danza del guacho matrero

Michael Tsang, piano
Carson Middle School, Pittsburgh, PA
Student of Marina de Pretoro, City Music Center of Duquesne University

Keynote Address by Harry Belafonte

Introduction: **Ed Farmilant**, Trustee, National Guild

3:45 – 5:00pm

Fayette

Building Blocks to Marketing Success

So what is marketing? Is it sales? Is it advertising? This introductory arts marketing workshop examines how organizations come to understand and improve the relationship between their product and their customers through four controllable categories: product, price, place and promotion.

Presenter: Lisa Remby, Director of Marketing, City Theatre, Pittsburgh, PA

3:45 – 5:00pm

Butler East & West

Accreditation in the Arts: The Work of the Accrediting Commission for Community and Performing Arts Schools

This workshop will provide information for schools interested in pursuing accreditation through the Accrediting Commission for Community and Performing Arts Schools (ACCPAS). ACCPAS is a joint program of the accrediting agencies in music, dance, theatre, and the visual arts coordinated by the National Office for Arts Accreditation. The session will provide answers to questions about accreditation, define its value to schools, review its procedures, and outline the standards upon which the accreditation process is based.

*Presenters: Kathy Tosolini, Senior Program Director for the Arts, Boston Public Schools, MA
Michael Yaffe, Executive Director, The Hartt School, University of Hartford, CT*

3:45 – 5:00 pm

Westmoreland East

Executive Survival in Community Schools—by a Long Time Survivor

This session will help community school directors, would-be directors and other executives identify and avoid the all too common situations which cause competent, highly experienced and respected professionals to lose the confidence of their boards and, ultimately, their jobs. We'll identify those for whom the executive *really* works, the criteria by which executives are evaluated, who has the leverage to terminate, and how these realities differ from what appears in bylaws and job descriptions. We'll identify the primary catalysts for change in leadership, warning signs of trouble, techniques for diffusing problems, the point at which a situation is beyond repair, and an executive's options when termination is inevitable.

Presenter: Dick Casper, Barnstable, MA

3:45 – 5:00 pm

Westmoreland Central

New Frontiers: Embracing New Idioms

Over the past few decades, our world may have changed more rapidly than during any other period in human history. Access to communications technology has fundamentally transformed how we interact with each other and the world around us. The interface between the arts and society also has changed, yet our arts institutions have not been adequately prepared to meet the challenges and opportunities that come with this radical transformation. As the very nature of the creative process evolves, our institutions must explore new opportunities for pedagogical innovation and excellence. This session will explore the changing face of music education and how community schools for the arts can enhance their academic content and financial performance by embracing new idioms (jazz, rock, pop) and new means of transmission (technology). Participants should come prepared to engage in discussion and share their experiences.

Presenter: Jeff Melanson, Dean, The Royal Conservatory of Music Community School, Toronto, ON

5:30 – 7:00pm

Allegheny Ballroom 1

JOINT OPENING RECEPTION

Celebrate the start of the conferences with other National Guild and NETWORK delegates.

7:00pm

"TASTE OF PITTSBURGH" DINNERS

Join a group of peers for dinner at one of the many great restaurants in Pittsburgh. Sign up at the conference registration table before 4:00 PM today, and then meet your party at in the Ballroom Foyer at the close of the Opening Night Reception. Group leaders will be easy to find at the reception—just look for the sign with your restaurant name it.

8:00am – 5:00pm

ARTS EDUCATION EXPO, continued

Allegheny 1

8:00 – 9:20am

NATIONAL GUILD OF COMMUNITY SCHOOLS OF THE ARTS ANNUAL MEETING

Allegheny 2 & 3

Join Guild leaders for breakfast, a review of the past year and a look at what the future may hold. Important business to be conducted includes election of trustees, discussion of proposed membership changes, voting on the revised Code of Regulations, reports from the Chairman and Treasurer, and the Executive Director's Address.

Speakers: **Gayle Morgan**, *Chairman, Board of Trustees*
 Ray Rusnak, *Treasurer*
 Eric Bachrach, *Chair, Membership Committee*
 Lydia Kontos, *Chair, Governance Committee*
 Jonathan Herman, *Executive Director*

9:30 – 10:15am

PLENARY SESSION

Allegheny 2 & 3

Passacaglia for Violin and Cello

Handel-Halvorsen

F.C.'s Jig for Violin and Cello

Mark O'Connor

Alex Fager, *violin, student of Kurt Sassmannshaus and Brittany MacWilliams, Cincinnati Conservatory of Music Prep Department*

Coleman Itzkoff, *cello, student of Bill Grubb, Cincinnati Conservatory of Music Prep Department*

Herbert Zipper Keynote Address

Speaker: **Lorene Cary**, *Founder and Executive Director, Art Sanctuary, Philadelphia*

Introduction: **Carol Ross**, *Trustee, National Guild*

10:30am – 11:25pm

HR from Start to Finish: The Practice and Politics of Managing People when Your HR Department is YOU

Westmoreland East

This is a crash course in Human Resources for non-HR professionals. We'll cover how to make sure your people are fairly paid, tips for recruiting, useful websites, how to do an "HR audit", how to appraise performance, and what forms and posters you simply must have.

Presenter: **Holly Mauer-Klein**, *Managing Director, Human Resource Management Group, Pittsburgh, PA*

10:30am – 12:30pm

*Westmoreland Central***Providing the Best Customer Care**

Just servicing customers is not enough. Achieving high-quality service can provide a real competitive advantage for your organization. This interactive session using peer experiences and role play helps you to understand the cost of losing a customer, the moments of truth between your organization and your customer, and the six keys to best customer care including the human/business model, clear communication, and customer satisfaction tracking.

Presenter: Lisa Remby, Director of Marketing, City Theatre, Pittsburgh, PA

10:30am – 12:30pm

*Armstrong***Creative Arts Therapy in Community Schools of the Arts:
An Effective Program Model**

This workshop explores the development and advancement of a community music school music therapy department as a model for formation of new or redesigned creative arts therapy programs within community schools of the arts. Topics addressed include: a brief history of one music therapy department; the scope and sequence of an in-house community-based music therapy program, addressing stages of music therapy and brief examples of individual, partner and group sessions; an overview of the partnering process with area contracting agencies for arts therapy services; discussion of departmental research projects, internships, employee training and professional development; and unique benefits from and opportunities for collaboration and interaction with other community school departments, including performing arts and early childhood. Participants will also brainstorm methods for ascertaining their communities' needs for creative arts therapy services and initiating and implementing their own creative arts therapy programs.

Presenter: Ronna S. Kaplan, MA, MT-BC, Director of Music Therapy, Cleveland Music School Settlement

10:30am – 12:30pm

*Lawrence***Roundtable: Collegiate Divisional Schools**

This session, for directors of collegiate divisional schools, will address the following topics:

Financial Relationships with the Parent Organization: Many models of the financial relationship between divisional schools and their parent organizations exist. After a brief presentation on the Hartt Community Division's financial relationship with the University of Hartford, we will discuss best practices in defining such relationships.

The Art of Communication: Navigating Organizational Hierarchy for Programming Success: *"In administrative reporting, it's not just what you say, but who actually hears you."* Successful navigation of the organizational hierarchy of your parent organization—which holds the power to influence programming, facility, financial, and staffing decisions—depends upon effective communication. We will examine effective intra-division communication and the nature of the relationship between the community division and its parent organization.

Facility Management for the Common Good: How can collegiate divisional schools move from away from the daily grind of fighting for space toward building capacity for all? How can we frame our thinking, as well as our words, actions and relationships to serve both the divisional school and the parent institution? This discussion will focus on the steps necessary for building win-win partnerships between the division and the parent organization.

10:30am – 12:30pm

Roundtable: Collegiate Divisional Schools, continued...

Pedagogy Training for College Students: Do collegiate divisional schools have a responsibility to provide teaching opportunities for undergraduate and graduate students? While institutions may address this issue in a variety of ways, it is important to create a dialogue on how and why decisions on teacher training are made. We will examine models for meeting this challenge successfully.

Facilitator: Michael Yaffe, Executive Director, The Hartt School, University of Hartford, CT

*Presenters: Catherine Fletcher, Director, Herberger College for Kids & Herberger College At Large, Arizona State University, Phoenix, AZ
Martha Frantz, Director, Rockford College Music Academy, IL
John McCarthy, Director, Preparatory and Extension Divisions, San Francisco Conservatory of Music, CA*

10:30am – 12:30pm

Westmoreland West

Roundtable for Directors of Large Independent Schools

CEO's of independent schools with budgets exceeding \$1.2 million are encouraged to participate in this roundtable session. While our individual situations are unique, our commonality is strong and there is much to be learned from each other. Discussion will focus on enrollment issues including retention and curriculum; human resources including staff structure; and marketing. This will be a great chance to meet your peers and let your hair down among supportive colleagues who may have been there and done that. What's said in the room stays in the room!

Facilitator: Karen Deschere, President & CEO, Wisconsin Conservatory of Music, Milwaukee, WI

11:30am – 12:30pm

Westmoreland East

Management from A – Z: Ten of the Best Ideas for How to Effectively Motivate your Workforce

This workshop will provide basic tips for anyone who manages people on what they can do differently to energize and motivate their team. What is some of the best advice out there on the internet? Anyone who manages people will walk away with ten tips to help them create a motivated team working together to meet organizational objectives.

Presenter: Holly Mauer Klein, Managing Director, Human Resource Management Group, Pittsburgh, PA

11:30am – 12:30pm

Washington

At the Core: Educational Process in Community Schools of the Arts

School directors and faculty at community schools of the arts need to understand educational process if their organizations are to thrive. Program, curriculum and lesson planning and design, teacher training, assessment and evaluation are critical components of a successful program. This session will offer professionals with little or no background in educational methodology an overview of the educational landscape and how it relates specifically to disciplines taught at community schools of the arts.

Presenter: Amy Dennison, Director, Preparatory Department, College-Conservatory of Music, University of Cincinnati, OH

12:45 – 2:00pm

Regional Chapter Meetings

Join representatives from schools in your chapter for lunch and a discussion of chapter plans and activities. Pick up a box lunch in the Ballroom and proceed to your meeting!

2:30 – 4:00pm
Westmoreland Central

The Heart of the Matter: Ongoing Assessment of Learner Outcomes

In this session, we will explore new possibilities for assessment and program evaluation for community schools of the arts. In particular, participants will explore:

- The ideas behind *action research*, participatory and formative evaluation, in which members of an organization join with outsiders to examine their own current practices and directions for improvement;
- Approaches to examining the *concurrent effects* of instruction (e.g., what does teaching do for the ways in which students behave as learners); and
- Approaches to examining the *longer-term effects* of instruction.

The goal is for administrators and teachers to develop the ongoing capacity for evaluating their own work as individuals and the work of their institution.

*Presenter: **Dennie Palmer Wolf**, Director, Opportunity and Accountability Initiative, Annenberg Institute for School Reform at Brown University, Providence, RI*

2:30 – 4:00pm
Washington

Making Your Case

Clarity of mission with specific, well conceived goals is key to successful fundraising. In this era of scrutiny, fundraisers must be prepared to answer questions with conviction and brevity. This workshop will analyze the elements of the case for support and discuss its use both in proposal writing and in personal solicitation.

*Presenter: **Peggy Outon**, Executive Director, Bayer Center for Nonprofit Management, Robert Morris University, Pittsburgh, PA*

2:30 – 4:00pm
Lawrence

Fundamentals of Financial Management

This session will answer your questions about the budgeting process, asset identification, expense allocation, income classification, fixed and variable costs, balance sheets, income statements, cash vs. accrual accounting, cash flow management, how to report on your financial position and activities to your board of directors, and more. All in 90 minutes. Buckle your seat belt!

*Presenters: **Victor Dozzi**, CPA, Chief Operating Officer, CranfordEllenbogen, Pittsburgh, PA
Jenny Caliendo, CPA, Associate, CranfordEllenbogen, Pittsburgh, PA*

2:30 – 4:00pm
Westmoreland East

Passion for Performance: Faculty Development and Compensation

There's no question that faculty play a vital role in successfully fulfilling the mission of a community school of the arts. But once a faculty member is hired, how do you support his or her growth as a teaching artist? "Passion for Performance" is a new initiative at MacPhail Center for Music that combines the faculty review process, professional development, goal setting and compensatory rewards into one program. The goal of the initiative is to support the personal and professional growth of each faculty member and reward excellence in teaching. Come learn about this promising new model for community schools of the arts.

*Presenters: **Paul Babcock**, Vice President and Director of the School, MacPhail Center for Music, Minneapolis, MN
Timothy DePrey, Director of Individual Instruction at MacPhail Center for Music, Minneapolis, MN*

4:15 – 5:30pm
Washington

Nuts and Bolts of Development

This workshop will introduce the use of a development audit for participants to briefly explore their current successes in fund development and to identify new opportunities for

4:15 – 5:30pm

Nuts and Bolts of Development, *continued...*

additional revenues. A simple goal setting tool will allow each participant to form a framework for their annual development plan

Presenter: **Peggy Outon**, *Executive Director, Bayer Center for Nonprofit Management, Robert Morris University, Pittsburgh, PA*

4:15 – 5:30pm

*Lawrence***Divisional School Roundtable: Shared Successes and Challenges**

The National Guild serves a diverse group of schools which operate as divisions of larger institutions. This session, devoted to schools associated not with a college or university but with a performing arts organization, arts center, museum, or other type of institution, will focus on common issues facing divisional schools. What are the advantages of shared staff? Is branding a challenge in your marketing efforts? There are major differences between the culture of a school and the daily culture of a performing arts organization, museum, or outreach program—how can this be successfully addressed? What is the best approach for prioritizing fundraising efforts in a divisional school? Join us for a lively roundtable discussion addressing these core concerns as we share success stories and useful solutions.

Facilitators: **Margaret Perry**, *Director, The Armstrong Community Music School of the Austin Lyric Opera, TX*
Davin Torre, *Director, Flint School of Performing Arts, MI*

4:15 – 5:30pm

*Westmoreland East***The Do's and Don'ts of Planned Giving**

The value of a planned giving program cannot be underestimated. And while you may be overwhelmed with other duties, you CAN get a planned giving program underway today. Get a how-to, practical overview of the nuts and bolts of a planned giving program with a takeaway planned giving resource for your school.

Presenter: **Mary Frances Dean**, *Vice President for Development, Alzheimer's Association—Greater Pennsylvania Chapter, Pittsburgh, PA*

4:15 – 5:45pm

*Westmoreland Central***Training Your Faculty to Teach in New Contexts**

Many community school faculty are experienced at teaching one-on-one in our own facilities. Increasingly, however, we are being asked to provide teaching artists to public schools and to larger groups of learners in our own facilities. This session will focus on preparing faculty members to design curriculum for these new contexts and expectations. Participants will be guided through planning for their own teaching.

Presenters: **Arnold Aprill**, *Executive Director, Chicago Arts Partnerships in Education, IL*
Larry Scripp, *Chair, Music-in-Education Program, New England Conservatory, Boston, MA*

6:30 – 8:30pm

TRUSTEES RECEPTION (*by invitation only*)

Invited guests are asked to stop by the conference registration desk for directions to the reception.

7:30 – 9:00am

*Allegheny 3***TOPIC TABLE BREAKFAST MEETINGS** (*pre-registration required*)

Join your peers for breakfast and an open, moderated discussion on the topic of your choice. A list of topics is available at the conference registration desk..

8:00am – 5:00pm
Allegheny 1

ARTS EDUCATION EXPO, continued

9:30 – 11:00am
Westmoreland East

New Trends in Nonprofit Governance

This highly interactive workshop will focus on several new and rapidly emerging trends in nonprofit governance, including: the good governance spectrum, the consent agenda, the board building cycle, dash boards and score cards, committee structure, and new approaches to building and sustaining a positive and productive board/CEO relationship. Come prepared to learn solutions to some of your most vexing nonprofit board challenges.

Presenter: Michael Kumer, Executive Director, Nonprofit Leadership Institute, Duquesne University, Pittsburgh, PA

9:30 – 11:00am
Westmoreland Central

New Frontiers in Music Education Technology

This session defines the use of technology for enhancing and supporting music instruction in Guild schools. While most Guild music schools use technology for management and administrative purposes, only 21% report using computers, synthesizers, interactive software or web-based enrichment sites for their programs. Directors and faculty from Guild schools using music education technology are invited to share their experiences and offer suggestions on how they have implemented technology such as keyboard and computer labs, music workstations for instruction and recording equipment and software to document student performances. Music industry specialists will be available to answer questions as needed.

Facilitator: G. David Peters, Director, School of Music, Indiana University–Purdue University at Indianapolis, and President, Electronic Courseware Systems (ECS)

9:30 – 11:00am
Cambria

Maximizing Your Website’s Marketing Potential

This session will address how arts organizations can maximize the marketing potential of their websites. Topics will include: branding in the digital age, creating value on your Web site, email marketing, and making the most of your Web statistics. The lecture will conclude with time for questions and discussion amongst participants.

Presenter: Cary Morrow, Executive Director, Institute for the Management of Creative Enterprises, Carnegie Mellon University, Pittsburgh, PA

9:45 – 10:45am
Westmoreland West

National Guild Field Survey Results

Join us as we review and interpret the results of the Guild’s 2004 Field Survey, answer questions about their meaning and application, and discuss how to improve the utility of future Guild surveys.

*Presenters: Kenneth T. Cole, Program Director, National Guild
Eric Graig, President, PolyMath Research and Consulting, Riverdale, NY*

11:30am – 12:45pm
Westmoreland Central

Bringing Your Faculty on Board: Increasing Commitment to Organizational Success

One key to a successful school is its faculty. How can we encourage faculty to invest themselves further in our schools of the arts? How can we communicate our school’s mission and help faculty embody that mission in their studios and classrooms? What benefits can we offer to make it worthwhile for faculty to teach at a community school of the arts versus their own home studio? How can we promote these ideas among faculty?

11:30am – 12:45pm **Bringing Your Faculty on Board: Increasing Commitment to Organizational Success**
continued...

Facilitator: **Alana Seddon**, Associate Director, Hartt Community Division, University of Hartford, West Hartford, CT

Panelists: **Helen Eaton**, Dean of Programs, Merit School of Music, Chicago, IL
Will Fickes, Artistic Director, Community Music Center of Boston, MA
Martha Frantz, Director, Music Academy of Rockford College, Rockford, Illinois

11:30am – 12:45pm **Evaluation Planning**
Westmoreland West

Every arts organization needs to know how it is doing— who its students are, how they are progressing, and what they feel about their experiences. Every school also needs to know how it is perceived by the community it serves, by the audiences that attend its events, and by its own faculty, upon whose teaching it depends. In this workshop we explore the questions participants have about their programs and develop practical, actionable strategies for answering them. Participants will learn how to leverage the information they currently gather so that the collection, analysis and reporting of evaluation findings becomes a regular part of program operations. Each participant will leave the workshop with a draft evaluation plan and an agenda for implementing it.

Presenter: **Eric Graig**, Ph.D., President, PolyMath Research and Consulting, Riverdale, NY

11:30am – 1:00pm **DoReMe—Online Class Registration Software for Community Schools of the Arts**
Cambria

Join Carnegie Mellon’s Center for Arts Management and Technology (CAMT) as they demonstrate DoReMe, a new online class registration system for nonprofit arts organizations. The National Guild is considering a partnership with CAMT to offer this software at a discount to members, and would appreciate your feedback on the product.

Presenters: **Cary Morrow**, Executive Director, Institute for the Management of Creative Enterprises, Carnegie Mellon University, Pittsburgh, PA
Brad Stephenson, Carnegie Mellon University, Pittsburgh, PA

11:30am – 1:00pm **How to Ensure that Your Board Operates on all Cylinders**
Westmoreland East

This session will examine a series of strategies to optimize board performance. Ms. Dickerson will explore how to deal with individual board members who consistently under perform and how to evaluate the board’s performance overall. In addition, the session will cover innovative techniques to encourage board members to reach out to others within their spheres of influence to achieve greater impact.

Presenter: **Linda A. Dickerson**, Principal, 501(c)(3)², Pittsburgh, PA

1:15 – 3:00pm
Allegheny 2 & 3

ANNUAL AWARDS LUNCHEON

SPONSORED BY YAMAHA

Opening Remarks

Speakers: **Gayle Morgan**, Chair, National Guild of Community Schools of the Arts
 Walt Straiton, Manager, Music in Education, Yamaha

Lunch

Presentation of the Chairman's Award to Katherine Schumacher, Trustee, National Guild of Community Schools of the Arts

Introduction: **Lolita Mayadas**, Executive Director, National Guild of Community Schools of the Arts, 1981–2001

Remarks by Katherine Schumacher

Presentation of the Colonel Samuel Rosenbaum Memorial Award to The Wallace Foundation

Introduction: **Barbara Field**, Executive Director, Third Street Music School Settlement, New York, NY

Remarks by Rory MacPherson, The Wallace Foundation

Invitation to the National Guild's 69th Annual Conference

Speakers: **Catherine Scarbrough Fletcher**, Director, Herberger College for Kids & Herberger College At Large, Arizona State University, Phoenix, AZ
 Margaret Perry, Chair, Southwest Chapter

3:15 – 4:45pm
Cambria

Strategic Planning for Meaningful and Useful Results

When someone mentions the idea of "strategic planning", the disdain often is palpable. "We don't have enough time to do our work and you want to plan?" "Too abstract..." "This does not relate to or help resolve my day-to-day needs..." It is not uncommon for strategic plans to be nothing more than a historical record and a roughly sketched vision of the future based on unrealistic assumptions. Such a plan is neither meaningful nor useful. A good strategic plan is one whose developmental process is an opportunity to increase engagement and to build ownership, understanding and commitment within internal and external stakeholders, and whose product is a living, working document—a practical operating plan—that guides the organization toward a desired future state. This workshop will provide a framework for creating an effective, useful strategic plan. It will focus on how your school can (1) create an objective situation analysis, an honest and comprehensive determination of an organization's internal and external environmental conditions; (2) identify long-term ambitions and goals and create strategies and objectives to move the organization toward that vision in a manner that is interactive with and responsive to the current environmental reality; and (3) establish a system for implementing, monitoring, evaluating and amending the plan.

Presenter: **Dan Martin**, Associate Dean, Carnegie Mellon's H. John Heinz III School of Public Policy and Management, Pittsburgh, PA

3:15 – 4:30pm

Westmoreland West

Core Curriculum in Community Arts Schools

During this session, we'll explore the components of a core curriculum and address common challenges such as scheduling, integrating private lessons and class instruction, packaging and pricing, garnering faculty support, and selling the core curriculum to students and parents in an age of "drive-through" dinners and complicated family schedules.

Presenters: **Sally Stone-Worsing**, Director, City Music Center at Duquesne University, Pittsburgh, PA
Jayne McDonald, Chair, Musicianship Department, City Music Center at Duquesne University, Pittsburgh, PA

3:15 – 4:45pm

Westmoreland Central

Gifts of the Muse: Reframing the Debate about the Benefits of the Arts

Rory MacPherson of the Wallace Foundation will present the most recent arts research conducted by RAND Corporation and commissioned by the Wallace Foundation. The study probes fundamental questions about the benefits of the arts for individuals and for communities and challenges the view that the intrinsic benefits of the arts—which include wonder, captivation and expanded understanding—are of purely individual or private value. Instead, the study argues that such experiences are gateways to deriving public value from the arts. The study speaks eloquently to the range of benefits the arts inspire and to the essential connections between individual and public benefits. The *Gifts of the Muse* provocatively invites us to reconsider why the arts matter in a pluralistic society.

Presenter: **Rory MacPherson**, Senior Officer, Arts and Communities Programs, The Wallace Foundation, New York, NY

3:15 – 4:45pm

Westmoreland East

Committee of School Directors Meeting

Chair: **Kirsten Morgan**, Executive Director, Diller-Quaile School of Music, New York

6:00 – 8:00pm

CLOSING RECEPTION AT THE ANDY WARHOL MUSEUM

Pop over to The Warhol for pop art, music, hors d'oeuvres, mixing and mingling with National Guild and Network friends old and new, and a final send-off performance.

The Frogs

Invocation and Instructions to the Audience

Sondheim

The Producers

You Never Say Good Luck on Opening Night

Brooks

Little Shop of Horrors

Suddenly Seymour

Menken

A Chorus Line

I Hope I Get It

Hamlisch

University of Cincinnati College-Conservatory of Music Preparatory Musical Theater Troupe

Lisa Ericksen, Becky Childs, Mark Femia Directors

The Warhol is a 10 minute walk from the hotel. Complimentary bus transportation between the hotel and museum is also available.

Arnold April, Executive Director of the Chicago Arts Partnerships in Education, comes from a background in professional theater as an award-winning director, producer and playwright. He has taught at the University of Chicago, Columbia College, and the School of the Art Institute of Chicago. He is one of the co-authors of *Learning Partnerships: Improving Learning in Schools with Arts Partners in the Community*, published by the Arts Education Partnership, and is one of the co-editors of *Renaissance in the Classroom: Arts Integration and Meaningful Learning*. He consults nationally and internationally on the role of the arts in effective school improvement. He has been recognized for exceptional leadership by the Chicago Community Trust and by the Leadership for a Changing World initiative supported by the Ford Foundation.

H. Raye Jones Avery is Executive Director of Christina Cultural Arts Center in Wilmington, DE, and a member of the Board of Directors of the Metropolitan Wilmington Urban League. She has been one of the most riveting jazz vocalists in the Mid-Atlantic region for over twenty years. In addition to her own headlining engagements, she has been the opening act for such artists as B.B. King, Jean Carn, and the Wynton Marsalis Lincoln Center Jazz Orchestra. She has performed at jazz festivals throughout the area. She recently released her debut CD, "Sistah Girl's Lament."

Paul Babcock is Vice President and Director of the School at MacPhail Center for Music in Minneapolis, MN. During his 16 years with MacPhail, Paul has served in many roles including Interim Director, Director of Community Partnerships and Dean. In his current role he oversees all programming aspects of MacPhail including five core program areas and over 150 faculty members. In addition to administration, Paul teaches percussion and leads the renowned high school percussion ensemble *Rimshots!* Paul has served on the boards or in a volunteer capacity for the following organizations: Whittier Community School for the Arts, Interdistrict Downtown School, CHART (Charter Schools for the Arts) P.A.S.S. (Partners: Arts, Schools and Students), J-Train of the Dakota Foundation for Jazz Education and Percussive Arts Society—Minnesota Chapter. He has presented sessions at the Music Educators National Convention and the Minnesota Music Educators Association.

Harry Belafonte has been called “the consummate entertainer”—a luminary in every field in which he has participated—a concert singer, a recording artist, and a movie, Broadway and television star and producer. His work on behalf of human rights is respected around the globe. His awards and recognitions encompass both worlds—as artist and humanitarian.

Belafonte has always believed that his work for human rights and his artistic pursuits gave him the basis for a productive and balanced life. Neither overshadowed the other and both are extremely important to him. He has always felt that “the role of the artist is to not only show life as it is, but life as it should be.”

Born in Harlem, Belafonte moved with his mother to Jamaica where he lived for five years. His exposure to life on the island and all its cultural variety helped him to develop into the skilled artist known so well today.

Belafonte’s first album, *Cahypso* (1955), sparked an international calypso craze, was the first album in history to sell over one million copies, and set industry standards for success that laid the groundwork for the Grammys. Belafonte was the first African-American to win an Emmy and was also the first African-American producer in television.

Audiences first saw Belafonte on Broadway in his Tony Award-winning performance of *John Murray Anderson’s Almanac*. He established himself as a formidable actor in films such as *Bright Road*; *Carmen Jones*; *The World, the Flesh and the Devil*; *Odds Against Tomorrow*; *Buck and Preacher*; *Uptown Saturday Night* and the racially-charged drama *Island in the Sun* (1957), which box office records everywhere.

Belafonte has dedicated his life to uniting people for causes often considered controversial. He was a friend, confidant and advisor to Dr. Martin Luther King, Jr., and helped unite cultural elements behind the historic marches in Selma and Montgomery, Alabama, as well as the 1963 Freedom March in Washington, D.C.

Devoted to the continuing fight against injustice, Harry Belafonte was the first member of the entertainment industry to be named by President John F. Kennedy as cultural advisor to the Peace Corps. He has been honored many times by such diverse groups as the American Jewish Congress, the NAACP, the Committee for United Negro Relief, the City of Hope, Fight for Sight, The Albert Einstein Award from Yeshiva, the Boy Scouts of America and the Peace Corps. Belafonte has received the Dag Hammarskjold Peace Medal in Belgium (1981), the Martin Luther King, Jr. Peace Prize (1982) and in 1989 was one of the recipients of the prestigious Kennedy Center Honors for excellence in the performing arts.

Andy Behrens joined the Guild as Membership Associate in April of 2005. A recent arrival to New York, Andy spent the previous six years as a Nashville session musician, arranger, producer, tutor and teaching artist. He has several years of experience in publicity, concert booking, sales and administration. Andy earned a degree in journalism from the University of Missouri-Columbia in 1995. He is originally from the Oklahoma City area.

Barry Bittman, MD, is a neurologist, author, international speaker, award-winning producer/director and inventor. His book, *Maze of Life*, co-authored with Anthony DeFail, is a soul-searching parable about restoring hope, meaning and purpose amidst life’s challenges. Bittman’s more than 250 articles on a host of integrative medical topics have been published in his newspaper column, *Mind Over Matter*. Bittman’s “whole person” approach has been featured in leading publications throughout the world, including *USA Today*, *Business Week*, *Time*, *Prevention*, *Discover*, *O* (Oprah Magazine), the *New York Times*, the *San Francisco Chronicle*, the *Washington Post*, *Scientific American*, *Men’s Fitness*, *Health Magazine*, *Spirituality & Health*, *New Age Journal*, *Self Magazine* and others. His perspectives have also been shared in numerous interviews including *CNN Headline News*. Based on his conviction that recreational music-making is an effective therapeutic strategy in conventional healthcare, his latest study focusing on the human genome, published in *Medical Science Monitor* (February 2005) is considered a scientific breakthrough in the fields of music and medicine.

Judith Bobenage, director of the Osher Lifelong Learning Institute at the College of General Studies, University of Pittsburgh, has spent the majority of her 30 years in the field of education working in nonformal education. She came to the university in April 2000 as manager of professional and personal noncredit continuing education. Prior to joining the university, Bobenage spent 20 years at Carnegie Museum of Natural History, Pittsburgh, PA, where she served as chair of education for 15 years. She holds a B.S. in elementary education from Indiana University of Pennsylvania and completed course work toward an M.S. in environmental education at Pennsylvania State University.

Bryan Bowser is the assistant director of the conservatory for external affairs at Baldwin-Wallace College Conservatory of Music where he oversees the outreach, summer music, opera and arts management programs. He spent three seasons as director of operations and development with Lyric Opera Cleveland before returning to his alma mater to head the newly formed Conservatory Outreach Department. He was appointed assistant director of the Conservatory in 2004. Bryan also serves as minister of music at the First Congregational United Church of Christ in Berea and has been seen in many local theaters as a performer, music director, conductor and choreographer. Bowser is a board member of Brecksville Theater on the Square and the International Music Festivals of the Americas and serves as resident musical director at Cuyahoga County Community College's Western Campus. A summa cum laude graduate of Baldwin-Wallace College, he is currently pursuing his M.A. in Entrepreneurship.

Jenny L. Caliendo, CPA, is an Associate with CrawfordEllenbogen (CE), where she prepares financial statements and tax returns for corporations, partnerships, trusts, nonprofit organizations and individuals. Jenny works with CE clients to help them set-up their bookkeeping systems, including providing hands-on training with the software application. Jenny is actively involved in the Monroeville Area Chamber of Commerce (MACC), for which she has served as its Treasurer and on its executive committee for two years. She earned a bachelor's degree in accounting from the University of Pittsburgh's College of Business Administration. She is an active member of the Pennsylvania Institute of Certified Public Accountants.

Lorene Cary's new novel, *The Price of A Child*, has been chosen as One Book, One Philadelphia selection by the city's Mayor. The New York Times Book Review called the writer "a powerful storyteller, frankly sensual, mortally funny, gifted with an ear for the pounce [of] real speech," and praised the Underground Railroad novel as "a generous, sardonic, full-blooded work of fiction." (Knopf, 1995; Vintage 1996) Cary's second novel, *Pride* (Nan A. Talese/Doubleday, 1998; Anchor 1999), is a contemporary book told in the voices of four friends—"subtle, idiosyncratic characters...whose personalities seem utterly, and affectingly, distinctive," according to The New York Times Book Review. It also praises the book's ability to shift "between the staccato directness of black slang and the more formal cadences of standard English..." Cary's first book, published by Knopf in 1991, was *Black Ice*, a memoir of her years first as a black female student, and then teacher, at St. Paul's, an exclusive New

England boarding school. Arnold Rampersad has dubbed it "...probably the most beautifully written and moving African-American autobiographical narrative since Maya Angelou's celebrated *I Know Why The Caged Bird Sings*." *Black Ice* was chosen as a Notable Book for 1992 by the American Library Association.

Ms. Cary was graduated from St. Paul's School in 1974 and received B.A. and M.A. degrees from the University of Pennsylvania in 1978. She won a Thouron Fellowship for British-U.S. student exchange and studied at Sussex University. She has received Doctorates in Humane Letters from Colby College in Maine, Keene State College in New Hampshire, and Chestnut Hill College in Philadelphia.

In 1998 Cary founded ART SANCTUARY, a non-profit lecture and performance series that brings black thinkers and artists to speak and perform at the Church of the Advocate, a National Historic Landmark Building in North Philadelphia. Currently a senior lecturer in creative writing at the University of Pennsylvania, where she was a 1998 recipient of the Provost's Award for Distinguished Teaching, Cary has lectured throughout the U.S. She began writing as an apprentice at *Time* in 1980, then worked as an Associate Editor at *TV Guide*, freelanced for such publications as *Essence*, *American Visions*, *Mirabella*, and *The Philadelphia Inquirer Sunday Magazine*, and served as Contributing Editor for *Newsweek* in 1993.

In 2002, Cary received the Women's Way Agent of Change Award and the First World Theatre's H. German Wilson Griot Award; in 2001 the Advocate Community Development Corporation's Award for Urban Excellence; in 2000, a Philadelphia Historical Society Founder's Medal for History in Culture; in 1999, the American Red Cross Spectrum Rising Star Award for community service; in 1996, the Shirley Chisolm Award in the Humanities from the Philadelphia Congress of the National Congress of Black Women; and in 1995, a Pew Fellowship in the Arts. She serves on the usage Panel for The American Heritage Dictionary and the Union Benevolent Association board. Cary is a member of PEN and the Author's Guild.

Richard Casper served as Executive Director of the Cape Cod Conservatory for 31 years until his retirement in 2002. A graduate of the University of Notre Dame with an Artist Diploma and Master of Music from Juilliard, Casper taught at Manhattanville College and Seton College before accepting the Directorship at Cape Cod Conservatory. His career as a concert pianist which included a Carnegie Hall debut, four European tours and performances throughout the United States, was cut short by a hand problem in 1979. His long time interest in non-profit management has been fueled and informed by cumulative service of more than 150 years on non-profit Boards, including 17 years on the Board of the National Guild. A consultant since his retirement, Casper, along with Elizabeth Carr, was a joint recipient of the Guild's President's Award in 2002.

Kenneth T. Cole has been Program Director for the National Guild of Community Schools of the Arts since September 2004. From 2001-2004, Ken served as Director of Advancement at the Levine School of Music in Washington, DC, where his work led to a three-fold increase in the number of inner-city children receiving free music instruction through the school's outreach programs and to new partnerships with organizations ranging from The Washington Ballet to the Boys & Girls Clubs of Greater Washington. Ken served as Executive Director of GALA Choruses, the international service association of the lesbian and gay choral movement from 1994-2001. While at GALA, he developed

a series of highly successful professional development conferences and produced two of the world's largest choral festivals. Ken also has worked in the orchestral world, as Development Director for the Fairfax Symphony Orchestra from 1991–1994. His work with community music schools began in 1988 when he served on the faculties of Philadelphia's Settlement Music School, Temple University's Community Music Program, and Westminster Choir College Conservatory. Ken has been a grant review panelist for the DC Commission on the Arts and Humanities, the New Jersey State Arts Council, and The Washington Post. He has served on numerous boards of directors and presented workshops on nonprofit management issues at conferences of such organizations as Chorus America and the Association of Fundraising Professionals. He recently served as an editor for *Leading the Successful Chorus*, a publication of Chorus America. He holds a BM in viola performance from Oberlin College Conservatory and an MM from Louisiana State University, where he was a graduate teaching fellow.

Mary Frances Dean, Esquire, serves as Vice President for Development at the Alzheimer's Association–Greater Pennsylvania Chapter, where she is responsible for both major and planned charitable gifts. She is also liaison to advisors in the community including attorneys, financial planners, trust officers, accountants and other professionals specializing in financial, estate and tax planning. She received her B.A. from Carnegie Mellon University and her J.D. from the University of Pittsburgh School of Law where she was a member of the Law Review. She is a member of the Estate Planning Council of Pittsburgh, the National Committee on Planned Giving and she is president-elect of The Pittsburgh Planned Giving Council. She is also a member of the Allegheny County and Pennsylvania Bar Associations.

Amy Dennison has been the Director of the Preparatory Department for the College-Conservatory of Music at the University of Cincinnati since 2001. Prior to CCM, Amy was the Director of the Wyoming Fine Arts Center. Ms. Dennison is also a professional oboist who performs with the Cincinnati Community Orchestra and the ConBrio Winds. She received her B.M.E. from Eastern Michigan University and her M.M. from Michigan State University and is now pursuing a M.M.E. at CCM. In 2002, Amy was named "Administrator of the Year" by the Ohio Orchestra and String Association. Amy serves on the Board of Trustees for the Wyoming Fine Arts Center, the Cincinnati Children's Choir, and the Cincinnati Community Orchestra.

Timothy DePrey is Director of Individual Instruction at MacPhail Center for Music, a piano instructor and a board certified music therapist. As Director of Individual Instruction, Timothy is a member of MacPhail's Program Management Team which collectively makes decisions based on the vision, mission and strategic plan for the school. Throughout his teaching career at MacPhail, his students have won many competitions including the Honor's and the prestigious Concerto and Aria competitions. As a music therapist, Timothy has given many workshops both locally and nationally on "Teaching Tips for Students with Special Needs" and "How to Develop a Music Therapy Program in a Community Music School Setting." In addition to his work at MacPhail, Timothy has been the principal accompanist for the Twin Cities Gay Men's Chorus for the past 15 years. Timothy has a B.A. in music therapy from the University of Wisconsin- Eau Claire and a M.M. in piano performance from the University of Minnesota.

Karen Deschere is the President and CEO of the Wisconsin Conservatory of Music, a non-profit community music school based in Milwaukee with branch locations in Fox Point, Brookfield and South Milwaukee. A life-long arts administrator, Karen most recently worked for the Chicago Symphony Orchestra where she was Executive Director of the Chicago Symphony Chorus and the Civic Orchestra of Chicago, the CSO's training orchestra. Prior to her time in Chicago, Karen ran education programs in 16 U.S. cities for the Grammy Awards Foundation. A native of New York State, Karen was Executive Director of the Hudson Valley Philharmonic; a regional orchestra based 75 miles north of New York City before she ventured west.

Linda Dickerson's firm is appropriately known as 501(c)(3)², for "optimizing nonprofit performance." Ms. Dickerson is also a well-known author and columnist and a widely acclaimed expert on community and government affairs. She is the recipient of many awards, including the Vector's Woman of the Year, and was appointed a Distinguished Daughter of Pennsylvania by ex-Governor Tom Ridge. The Commonwealth of Pennsylvania identified Ms. Dickerson as one of the top 50 women in business in 2003. Carnegie Mellon University honored her as one their distinguished alums, and Community College of Allegheny County recognized her as a Legendary Leader. She is an active member of over two dozen community agencies and nonprofit boards.

Vic Dozzi's is COO of the CPA firm CrawfordEllenbogen (CE) where he works with business owners in providing solutions to a variety of accounting and tax issues, as well as offering innovative estate and succession planning options. He frequently addresses business start-up issues, from setting up electronic bookkeeping systems to choosing a tax-effective legal entity. Vic enjoys working with non-profit organizations and charitable foundations. He is currently Treasurer of the Greater Pittsburgh Arts Council. He teaches accounting at Carlow College and has lectured on accounting at the University of Pittsburgh School of Law. He has a bachelor's degree in mathematics and accounting, *magna cum laude*, from Carlow College and is currently enrolled in the *Masters in Taxation* program at Duquesne University. At Carlow, where he was elected to two honors societies, he won the *Sister Jane Scully Award* from the Division of Management and the *Award for Excellence* from the Mathematics and Computer Science Department. He also has the rare professional distinction of passing all four parts of the CPA exam on the first sitting. Vic is a member of the American and Pennsylvania Institutes of Certified Public Accountants.

Helen S. Eaton is Dean of Programs at the Merit School of Music. She oversees programs that serve over 5,500 students each week and is responsible for a 105-member faculty and a full-time program staff of 10. She joined the Merit School in 1995 as a faculty member, teaching violin, viola, music history and theory. She was appointed Dean in 2002. The Merit School of Music moved in June to its new building in Chicago's West Loop neighborhood. With 40,000 sq. feet, Merit has a 380-seat concert hall, recording studio, library, two Yamaha Clavinova labs, and 52 teaching spaces. Merit has currently raised over \$18 million for its \$19 million goal, *Opening Doors: A Campaign of Merit*. Helen received her B.A., *cum laude*, from the University of Pennsylvania in French Language and Culture in 1993. She subsequently studied with the late William Lincer at The Juilliard School, where she graduated with the Certificate in Viola Performance. Following her years at Juilliard, she studied music history and theory at the University of Chicago where she received a M.A. She has served as the Convener of the Chicago Consortium of Community Music Schools.

Eric Ebel is the director of market development for NAMM, the International Music Products Association. Prior to accepting his current position in 2004, Ebel held the position of senior trade show sales manager for NAMM's world renowned International Trade Shows since joining the organization in 1997. For the past 20 years Ebel has held various positions within the music industry ranging from sales director with an international percussion manufacturer, professional touring musician and full time faculty member at the Percussion Institute in Los Angeles.

Alex Fager is 13 years old. He started playing the violin at the age of three with the Suzuki method. At 9, Alex joined the Starling Chamber Orchestra and began studying with Kurt Sassmannshaus and Brittany MacWilliams at CCM's Prep Department. He has traveled with the SCO to China, Germany, Austria, Russia, London and to the Aspen Music Festival. Alex has been a featured soloist of the SCO. He has given many recitals including a performance for the Leeds, Alabama Arts Council, and a performance for Paul Newman at his holiday party in Connecticut. Alex also enjoys playing the piano. In 2003, he was awarded a gold medal from the Royal American Conservatory of Music for first place in the state of Ohio for piano. Alex has participated in summer festivals such as Domaine Forget (Canada) and the Great Wall International Music Academy (Beijing). Alex is currently working on a high school diploma from the Independent Study High School of the University of Nebraska. His hobbies include tennis, cars, video games, and taking care of his two dogs, bird and guinea pig.

William Fickes taught and performed extensively throughout Michigan and Colorado prior to moving east to initiate a group piano curriculum for studio and class instruction for students of all ages and levels at the Community Music Center of Boston. In co-operation with Baldwin of Boston, he was able to expose nearly 200 adults to beginning piano instruction. His high school students have been frequent winners of CMCB's performance competition, and perform with great competency. As one of the leaders of studio group instruction for children, he was one of six piano teachers featured at the 2000 Music Teachers National Association Annual Convention in Minneapolis, on 'Pedagogy Saturday,' a day devoted to understanding the unique aspects of student interaction for learning in a group setting. Mr. Fickes was on the planning committee for the 2004 Guild Conference and is on the Board of Visitor's at the Walnut Hill School. He has recently started a new program of digital piano instruction at CMCB. He is currently helping the American Stroke Association with its fundraising efforts and will be running a marathon in January in Arizona.

Marc Field is Executive Director of the Center for Theater Arts, where he has worked since 1986. Prior to joining CTA, he served as Artistic Director for Jaycee: Studio for Theater Arts in NYC, a theater dedicated to new plays. Marc was also Production Coordinator for the Hartwood Festival and Director of Marketing for the Pittsburgh Children's Festival. He has also worked as a Producer for television commercials for Camp Productions and stage managed for Actors Theater of Louisville's Humana Festival, New York Shakespeare Festival, Lion Theater Company, Pittsburgh Public Theatre, and national tours with Ernest Borgnine and Roy Dotrice. Marc is a board member of the Mt. Lebanon Foundation for Education, Elementary School Cultural Arts Chair for Mt. Lebanon School District, a board member for Pittsburgh AFTRA, on the steering committee of Partnership Against Underage Substance Abuse, and a member of the South Hills Business Boosters.

Catherine Scarbrough Fletcher, Director, Herberger College for Kids & Herberger College At Large, Arizona State University, received her B.M. from Lambuth University and her M.A. from Middle Tennessee State University in piano performance. In 1985, she won first prize in the National Master's Piano Competition at the University of Memphis and went on to perform regionally as soloist and chamber musician. While serving on the piano faculty of Rhodes College in Memphis, her life's direction took a turn into arts administration when she accepted the position of director of The Music Academy at Rhodes. During her tenure there, The Music Academy more than doubled in size and offered instruction in a full range of instruments and ensembles. Largely due to the success and growth of The Music Academy, Rhodes College entered into an agreement with The University of Memphis to combine The Music Academy with their own Community Music School, making it the largest, most vital community arts school in the mid-south region. Ms. Fletcher became the director of the combined programs and led the new school to an increase in enrollment while adding many new programs to serve the surrounding community. In 2004, Ms. Fletcher was asked by Arizona State University to build a community school of the arts from the ground up. The Herberger College of Fine Arts at ASU is one of the strongest colleges of fine arts in the country, with each of its academic units ranked in the top ten in the country. Herberger College for Kids and Herberger College At Large (with curriculum designed for teens and adults) opened its doors this fall to wide acclaim. Based on a unique model of employing mostly graduate students to do the teaching (after a recommendation process of the faculty), these two new community schools will not only serve the mission of the university by educating and providing opportunities to its graduate students, but share its enormous resources with the surrounding community.

Martha Frantz has been Director of the Music Academy of Rockford College since 1987. Previously, she taught cello with a loosely allied group of Suzuki teachers who collaboratively offered Suzuki group classes in space loaned by Second Congregational Church. From that group, the Rockford College Music Academy was formed. Marti was involved with Eleanor Stanlis, Founding Director, in planning for and proposing the new school to the trustees of Rockford College. Marti began piano lessons at age 5 and cello lessons at age 10 and began to perform with the Rockford Symphony at age 13. She holds a bachelor's degree from Northern Illinois University and a master's degree from Rockford College. She played with the Rockford Symphony for twenty-two years prior to her "early" retirement to devote herself to the development of the Music Academy. Influential cello instructors have been Arthur Zack, Carol Tarr, Raya Garbousova and Richard Sher (formerly of the Vermeer Quartet). She is also director of the biennial celebration UnCommon Lives: Extraordinary Women in the Arts at Rockford College.

Eric Graig, Ph.D., is founder and president of PolyMath Research and Consulting, a firm specializing in research and evaluation for the non-profit and foundation sector. He holds a Doctorate in Environmental Psychology from the City University Graduate Center. With over ten years of experience designing, managing and implementing a wide range of research studies, Graig brings clients an approach that is both practical and informed by the needs of non-profit organizations seeking to improve their effectiveness and achieve their strategic goals. Prior to establishing PolyMath, Graig was the Director of Research at the Beacon of Hope House, an agency that provides residential services to people recovering from mental illness. In that capacity he led research studies on topics ranging from client outcomes to internal employee retention and satisfaction. In all this work, his focus was strategic and oriented towards developing the actionable knowledge necessary for long term

Biographies, *continued...*

organizational improvement. Prior to joining Beacon, Graig managed a range of research projects within the City University of New York system and taught research and evaluation in the Graduate Program in Applied Social Research at Queens College.

Jonathan Herman is Executive Director of the National Guild of Community Schools of the Arts. He has been a staff member since 1995, serving first as Director of Training and most recently as Associate Director. He has planned and managed conferences, training and technical assistance programs, publications and special projects such as *Creative Communities*, a national initiative supported by NEA, HUD and the Guild to foster the development of arts instruction programs in public housing communities. He was also the project leader for *Partners in Excellence*, a national initiative to identify and study best practices in K-12 public school arts partnerships and to foster their replication. Before joining the Guild, Mr. Herman served as Program Director of the Rhinelander Center, an arts-based community center of the Children's Aid Society in New York City. Between 1986 and 1991 he managed educational programs and developed materials for The New York Hall of Science. Mr. Herman holds an Ed. M. degree from Teacher's College, Columbia University and a B.A. from the State University of New York, Binghamton. He is a recent graduate of the Executive Level Program at the Columbia Business School's Institute for Non-for-Profit Management and serves on the board of the National Music Council.

Philip Horn has been Executive Director of the Pennsylvania Council on the Arts (PCA) since 1993. During Horn's tenure, he has led the PCA in a number of innovations. This year, the agency was named among government's top 50 "Best and Brightest" agencies, in the *Innovations in American Government Awards*, by the Ash Institute for Democratic Governance and Innovations at Harvard University's John F. Kennedy School of Government. A national competition (sometimes referred to as the "Oscar" of government award programs) the Innovation Awards seek to recognize superior and unique programming initiatives within the public sector. At the PCA, Horn directed the re-organization of the agency's grants program to create a streamlined, integrated, sequential process that provides easier access to new applicants and a system of multi-year support for consistent applicants. This process focuses exclusively on past performance as the basis for evaluation.

Two new decentralization programs have increased access to state arts support, through local organizations in partnership with the PCA. The Arts in Education Partnership has increased school funding of arts in education programs from \$50,000 in 1995 to nearly \$1,800,000 in 2002-2003. Pennsylvania Partners in the Arts is the PCA's other decentralization initiative. It provides state arts grants of \$4,000 or less through 12 regional partners. The PCA has more than doubled the number of arts organizations, arts projects and programs it funds since implementing this statewide partnership strategy. The PCA helped establish the Center for Arts Management and Technology (CAMT) at Carnegie Mellon University. This partnership led to the development of an integrated data and grants management system now being adopted by 12 other state arts agencies and the National Endowment for the Arts (NEA). With the creation of Pennsylvania Performing Arts on Tour (PennPAT), a benchmark program that supports presentation of Pennsylvania performing artists and ensembles on tour, Horn initiated the first ever statewide partnership of major private foundations in support of the arts. Prior to coming to Pennsylvania, Horn served as Director of the Touring & Presenting Program and Arts in Education/Artists in Residence Program at the California Arts Council, from 1982-1993. He was also the first Managing Director of the East Lansing (Michigan) Arts Workshop, a community arts school.

Charlie Humphrey has been Executive Director of Pittsburgh Filmmakers since 1992. Pittsburgh Filmmakers is one of the oldest and largest media arts centers in the United States. Prior to joining Filmmakers, Humphrey was editor and publisher of *In Pittsburgh*, an alternative weekly paper, and has been a radio producer and announcer. He still does occasional voiceover work for film and other media. In addition to his role at Filmmakers, Humphrey is Executive Director of the Pittsburgh Center for the Arts, assuming the dual positions after the Center closed amid a financial crisis in August of 2004. Until late last year, Humphrey sat on the board of Directors of the Andy Warhol Museum, and was president of the board of Quantum Theater for ten years. He is past president of the National Alliance for Media Arts and Culture and past chair of the Greater Pittsburgh Arts Alliance. Over the past decade he has been on the boards of Silver Eye Center for Photography, The Mattress Factory, funding panels for the National Endowment for the Arts, The Pennsylvania Council on the Arts, The Massachusetts Cultural Council, The Heinz Family Foundation and the Heinz Endowments' Small Arts Initiative.

Coleman Itzkoff, 13, is an eighth-grader in the Honors program of the Walnut Hills High School in Cincinnati, OH. He began the cello in North Avondale Montessori's Suzuki program in 1997, joined Starling Kids in 2000, and was promoted to the Starling Chamber Orchestra in the Fall of 2003. He performed with the SCO in Aspen, Colorado in June 2004 and in London in October 2004. Coleman had been a featured soloist of the SCO. He has attended Greenwood Music Camp in the Berkshires of Massachusetts for the past three summers. Coleman's hobbies include golf, baseball, and skateboarding. He also "jams" on the piano, guitar and drums. Coleman is a student of Bill Grubb at CCM's Prep Department.

Thora Jacobson, Executive Director of the Samuel S. Fleisher Art Memorial, is an educator and arts administrator. She has also worked as a community arts organizer, a management/development consultant, free-lance curator, juror for numerous art exhibitions and competitions in the Philadelphia region, and peer panelist for governmental funding agencies and foundations. In thirty-two years at Fleisher, Jacobson has supervised the rehabilitation of the facilities, organized the re-evaluation of Fleisher's permanent collections in the context of the institution's educational mission, managed both deaccessioning and reinstallation of elements of the Fleisher collections, co-produced a series of presenting programs, developed staff capacity to manage expanding programs, supervised strategic planning, developed a financial model for growth, and completed three capital projects. In 1978, as program administrator, Jacobson initiated the Challenge Exhibitions at Fleisher, which have become a highly respected series for younger, unaffiliated artists in the Philadelphia area. In 1983, when Fleisher was formally incorporated, she was named Director and CEO, and began with a newly constituted Board of Directors and expanded staff to restructure governance and to generate long-range programmatic, facilities and development plans. In the spring of 2005, Jacobson completed the second phase of renovations for the Fleisher Art Memorial's Centennial Campaign, making the school's program areas wheelchair accessible, expanding air conditioned spaces and improving lighting, equipment and ventilation. The first phase was the complete renovation of a building at 705 Christian Street as Fleisher's Works on Paper in November 2001. The campaign has raised almost \$2.6 million.

Jacobson has opted for a collaborative model in developing many programmatic initiatives. In the past twelve years, Jacobson has turned her attention to strategic partnerships with community-based organizations for exhibitions and educational programs as a vehicle for rethinking the multiple meanings of culture and creativity. She seeks to reposition Fleisher in its multi-ethnic and economically diverse neighborhood, and revitalize Fleisher's role in the cultural landscape.

Igal Jellinek has been executive director of Council of Senior Centers and Services of New York City (CSCS) for 18 years, capping a career devoted to older New Yorkers. Council of Senior Centers and Services is the premier professional organization for New York City's senior service providers. CSCS provides advocacy, training and education, technical assistance and representation at the city, state and federal levels. Council of Senior Centers and Services represents 265 senior service organizations that administer more than 400 individual programs and serve more than 300,000 older New Yorkers annually. Jellinek has been the recipient of numerous awards, including AARP's 1998 Community Spirit Award for Community Service, the 1996 Homero Rosado Leadership Award from RAICES Spanish Speaking Elderly Council, the New York State Coalition for the Aging's 1999 Henrietta Rabe Humanitarian Award and New York State Coalition for the Aging's 2003 4th Honorary Benefit Reception "Honoring Those Who Honor Our Elders" Individual Award. Jellinek is a frequent local and national speaker on issues affecting the growing number of older people in New York City and across the nation. He is also a delegate to the 2005 White House Conference on Aging.

Laura L. Joss is currently an assistant professor at Baldwin-Wallace Conservatory of Music in Berea, Ohio, where she serves as the chair of the Music Education Department and teaches instrumental music education method classes, brass, woodwind and string methods, supervises student teachers and conducts the concert wind ensemble. Joss is also the founder and director of the Baldwin-Wallace College New Horizons Band Program which currently has 101 members in three bands. She is also a doctoral candidate at Case Western Reserve University. Joss travels yearly to South America as part of an Artist in Residency program sponsored through the Ohio Arts Council and the Santiago Chilean North American Cultural Institute. She is active both nationally and internationally as an adjudicator, music education consultant and clinician. In 2002, Joss was recognized by the Baldwin-Wallace Conservatory of Music, with an Outstanding Alumni Achievement Award. In 1997, while directing both bands and orchestras in Strongsville City Schools, Joss was selected as "Master Teacher of the Year" by the Martha Holden Jennings Foundation. She is a member of the Ohio String Teachers Association, American String Teachers Association, Ohio Music Education Association and the Music Educators National Conference.

Ronna Kaplan, Director of the Cleveland Music School Settlement's Music Therapy Department since 2004, has been a music therapist at the Settlement since 1988, serving clients ranging from premature infants to adults through the age of 103 years with varied disabilities and levels of functioning. Ms. Kaplan conducted music therapy research in the Neonatal Intensive Care Unit at the Cleveland Clinic Foundation. Her special interests are young children, those with diagnoses on the autism spectrum, and those with language delays and/or problems in the area of social skills. She was instrumental in developing the department's outcomes based measurement tool. Ms. Kaplan received her M.A. in special education from Kent State University, a B. Mus. in music therapy and music education from Michigan State University, and an Orff Level I Certificate from Cleveland State University. Ms. Kaplan has published articles and given numerous workshops and presentations from Cleveland to St. Petersburg, Russia. She has held positions in state, regional, and national music therapy organizations and was recently elected Vice President-Elect of the American Music Therapy Association (AMTA). She was honored with the AMTA Professional Practice Award in 2003.

Michael Kumer is the Executive Director of Duquesne University's Nonprofit Leadership Institute (NLI), and Associate Dean of the University's School of Leadership and Professional Advancement. Since assuming the directorship of the NLI, Michael has produced and facilitated countless programs pursuant to nonprofit excellence. These programs have enjoyed a cumulative enrollment of thousands of board members, staff and volunteers representing several hundred nonprofit agencies. Michael accumulated a vast wealth of experience as a board/advisory board member and officer of several regional and national nonprofit organizations, including Youth Education in the Arts, Bands of America and the Pittsburgh Symphony Orchestra. He is a past Chair of the boards of the Pittsburgh Chamber Music Society and the Pittsburgh New Music Ensemble. For the 2003-04 season he served the Board of the Bach Choir of Pittsburgh as its Vice Chair.

Kali Lightfoot is the executive director of the National Resource Center for Osher Lifelong Learning Institutes and the Coordinator for the Maine Senior College Network. Originally educated as a teacher, and employed at the high school and college levels, Lightfoot left the teaching profession in 1979 to work for Elderhostel. At Elderhostel, she managed the New England Region; served as associate national program director; and managed international homestay, service-learning and intergenerational programs. Lightfoot also worked for World Learning and the U.S. Forest Service. In 2000, she moved to Maine to become director of the Senior College at University of Southern Maine, taking a position funded by the Maine legislature to "support the Senior College Initiative" statewide. Shortly thereafter, the university became the first Osher Lifelong Learning Institute (OLLI), endowed by the Bernard Osher Foundation. And most recently the university received a second endowment to create and manage the national headquarters—called the National Resource Center—for all 73 (eventually 100) OLLIs. Lightfoot received her B.A. from Western Michigan University and her M.S. from the University of Washington.

Rory MacPherson joined The Wallace Foundation in 1990. He is responsible for implementing and monitoring the Foundation's grants to arts organizations and state arts agencies and helping to guide research and communications strategies built around those investments. He is the manager of Foundation programs that support efforts to build participation in the arts, Leadership and Excellence in Arts Participation, State Arts Partnerships for Cultural Participation and the new Wallace Excellence Awards. MacPherson currently serves on several national advisory committees including the New York Steering Committee of the Arts and Business Council's National Arts Marketing Project and Theatre Communications Group's Theatre Facts Advisory Committee. Rory was formerly the assistant to the director of the NEXT WAVE Festival at the Brooklyn Academy of Music and has worked professionally as a musician, radio announcer and a magazine editor. He has a bachelor's degree in English from Siena College, Loudonville, NY.

Biographies, *continued...*

Patricia Manley has been the director of Settlement Music School's Germantown Branch since 1987. Manley, who plays the double bass, has freelanced throughout the Philadelphia and New York area with many orchestras and chamber ensembles. Formerly a member of the National Symphony of Argentina, she continued her university studies at Ithaca College and Binghamton University. She received an M.B.A. from Drexel University's LeBow College of Business in 2003 and is a freelance nonprofit management consultant for local and national organizations. Manley was selected to serve as the acting executive director of Settlement Music School during Robert Capanna's six-month sabbatical in 1999, and has presented at National Guild Conferences in the past.

Dan Martin is Associate Dean of Carnegie Mellon's H. John Heinz III School of Public Policy and Management, and Director of the Institute for the Management of Creative Enterprises, offering graduate-level cultural and entertainment industry management training and professional development programs, and home of the Center for Arts Management and Technology and the Arts & Culture Observatory. Dan is an annual visiting faculty member at the School of Management at the University of Bologna (Italy). He serves on the boards of DanceUSA and the Fitzcarraldo Foundation, a research, consulting and training center in Turin, Italy. Dan has held master classes in management, technology, board development and budgeting in the United States, England, Spain, Italy, Greece, Germany and Austria. Dan consults with arts organizations in strategic planning, information technology and finance management. Prior to joining the academic community, Dan spent more than a decade in professional theatre administration, including Managing Director of CSC Repertory (NYC), Managing Director of Virginia Stage Company (Norfolk), Marketing Director of the Walnut Street Theatre Company (Philadelphia).

Holly Maurer-Klein formed HMK Associates, Inc. in 1993 to provide full-spectrum human resources services geared toward growing organizations. Her client list includes non-profits, advanced technology firms, and service businesses. Ms. Maurer-Klein has given numerous presentations on all aspects of human resources to diverse audiences and has written many articles for regional business publications. She serves as the Chair of the Human Resources Committee of Beginning with Books, a non-profit organization with the mission of turning children into lifelong readers, and also has served on advisory boards for Power Link, a local non-profit organization dedicated to assisting women-owned businesses, and as Chair of the Advisory Committee for the Pittsburgh Technology Compensation and Benefits Survey for the past ten years. She completed the year-long Entrepreneurial Fellows Program at the University of Pittsburgh's Katz Graduate School of Business in 2002. In May 2001, the Commonwealth of Pennsylvania's Department of Community and Economic Development, in association with the business journals of Pennsylvania, named Ms. Maurer-Klein one of Pennsylvania's Best 50 Women in Business for 2001.

John McCarthy is a graduate of the San Francisco Conservatory of Music and has studied at the Mannes School of Music. After graduation from the Conservatory, he was appointed to the piano and musicianship faculties, where he has taught for the past 30 years. In 1996, McCarthy was named Director of Preparatory and Extension Divisions at the Conservatory. He is also director of the *Conservatory in the Schools* program. The National Foundation for the Advancement of the Arts has honored McCarthy for his outstanding teaching four times. As a performer, McCarthy has appeared with the San Francisco Symphony in Davies Symphony Hall, with the San Francisco Contemporary Music Players at the Ojai Festival, at CAMI Hall in New York City, at Stanford University and in the annual Bracebridge Concerts at Yosemite National Park.

Greg McCaslin has been the Director of Programs at the Center for Arts Education in New York City since 1997. The Center stimulates quality arts education by funding exemplary partnerships between schools and cultural organizations and activities that engage parents in arts education, as well as by providing career development opportunities in the arts and related industries for students and educators. A theatre director, teacher and teaching artist for over thirty years, he has written for the Teaching Artist Journal, the Annenberg Institute for School Reform, the Society for Stage Directors and Choreographers, and the Partnership for Arts Education. From 1990-97, he oversaw Education & Information programs at the New York Foundation for the Arts.

Jayne McDonald has been teaching music for twenty five years. Jayne currently teaches chorus and general music at Highland Middle School in the Blackhawk School District. She chairs the musicianship department for City Music Center at Duquesne University, where she has taught eurhythmics for 16 years. She holds degrees from Messiah College and Duquesne University, as well as a certificate in Dalcroze Eurhythmics from Carnegie Mellon University.

Jeff Melanson joined The Royal Conservatory of Music in 2000 and was appointed Dean of The RCM Community School in January 2002. Working with his talented staff and faculty, Mr. Melanson has expanded The Community School's academic content to include The RCM World Music Centre, DJ technique classes, jazz programming, rock/pop programming and teacher training. While diversifying the musical community of The Royal Conservatory of Music, he has also dramatically improved the financial performance of The RCM Community School and has been directly involved with in excess of \$4,000,000 in fundraising. Mr. Melanson is currently spearheading the expansion plans for The Royal Conservatory of Music into China. Mr. Melanson received his Bachelor of Music from the University of Manitoba, where he studied opera, Russian art song, and choral conducting. Mr. Melanson also has an MBA from Wilfrid Laurier University, is a frequent guest lecturer on the topic of non-profit management, and has received several awards in the field of management and music. In his free time, Jeff is working towards a Ph.D. in Music Education at the University of Toronto.

Cary Morrow brings to Center for Arts Management and Technology a passion for the arts and for exploring ways technology can improve arts management. Prior to joining the Institute for the Management of Creative Enterprises, she worked for arts organizations doing marketing, development, and overseeing technology projects. Ms. Morrow's current volunteer work includes serving as Secretary of the Board of Directors at Silver Eye Center for Photography, Pittsburgh, PA; the Advisory Board of Future Tenant, Pittsburgh PA; the Marketing and Visibility Board Committee at the Society for Contemporary Craft, Pittsburgh, PA; and the Secretary of the Board of Directors of Middle East Media, Seattle, WA. She holds a Masters in Arts Management with highest distinction from Carnegie Mellon University. A *summa cum laude* graduate with dual degrees from Washington University in Saint Louis, Ms. Morrow also holds a B.A. in Social Thought and Analysis and a B.F.A. in Photography. She is also an exhibiting artist.

Dr. G. David Peters is Director of Indiana University at IUPUI and President of Electronic Courseware Systems, Inc. (ECS). As a pioneer in computer-based music instruction, Peters was President and Co-Founder of the Association for Technology-Based Music Instruction (ATMI) and served as a founding board member for TI:ME. Peters served as Professor of Music and was Director of the Illinois Technology-based Music Instruction for 25 years at the University of Illinois – Urbana-Champaign. He joined the Indiana University School of Music (IUPUI) in 1995 and developed the first graduate degree program in music technology. Peters currently served as Director of School of Music. He has published 20 music compositions and has written numerous articles on computer-based music instruction, brass and keyboard pedagogy, and computer-based testing of musical skills. Peters has authored over 100 music instruction software programs. He is also a Trustee of the National Guild of Community Schools of the Arts.

David O'Fallon, PhD, is president of MacPhail Center for Music in Minneapolis, MN, one of the largest community music education centers in the nation. Previously, David served as executive director of the Perpich Center for Arts Education, a unique state agency in Minnesota housing the State Arts High School, a Professional Development Institute and a research program on a 30-acre campus. Perpich Center makes the arts a fundamental part of an excellent education for all of Minnesota's pre-K through 12th grade students. In partnership with Minneapolis Public Schools, the Perpich Center is one of three sites in the nation to receive Annenberg Challenge funds for education reform through the arts. Called Arts for Academic Achievement, the \$10 million project is designed to increase student achievement through the arts. Prior to the Perpich Center Dr. O'Fallon served as the education director for the National Endowment for the Arts, and as a senior staff member at the John F Kennedy Center for the Performing Arts. He helped initiate the Arts Education Partnership. He has consulted with educational and arts organizations across the U.S. from small rural nonprofits to large national and multi-national organizations. He consulted with the Leonard Bernstein family on the Bernstein Institute for Education through the Arts in Nashville, Tennessee. He served as faculty chair for the Empire State Partnership project in New York State for three years. Dr. O'Fallon has been a frequent keynote speaker at national and international conferences in London, Dublin, Glasgow, New York, Los Angeles and St. Petersburg, Russia. Board services include the American Composer's Forum, the nation's first national service organization in support of the American composer and the national board of the Alliance of Young Artists & Writers, Scholastic Art Awards for Scholastic, Inc.

Peggy Morrison Outon is the founding Executive Director of the Bayer Center for Nonprofit Management at Robert Morris University in Pittsburgh, Pennsylvania. Prior to establishing the Bayer Center, Peggy founded similar institutions in Austin, Texas and New Orleans, Louisiana. Peggy has three decades' experience in the nonprofit sector as development officer, management support professional, board member and volunteer. She has served as a management consultant to more than 500 nonprofit organizations in fund development, board development, strategic & operational planning and volunteer management. As a volunteer, she has served on 32 boards—7 as president, including chairing the founding board of the Alliance for Nonprofit Management, a national network of nonprofit capacity builders. She has taught graduate students at both the University of New Orleans and Robert Morris University. She is a founding member of the Peter F. Drucker Foundation international training team and serves as a trainer and advisor to the Institute for Global Ethics. She has spoken to audiences locally, nationally and internationally.

Margaret Perry has taught music in both private and public schools for more than thirty years, and maintained a private piano studio for 28 years in Austin, Texas. For the past twelve years, Ms. Perry has been the Director of Education for Austin Lyric Opera, and in 2000 she became the founding director of The Armstrong Community Music School of Austin Lyric Opera, the first music school ever built by an opera company. Ms. Perry actively lectures on the lives of composers and opera history, creates curriculum for early childhood music offerings, and consults on arts management issues. In 2003, the City of Austin honored her with a Community Service Award and the State of Texas declared a day in her honor for thirty years of arts advocacy and education.

Lisa Remby has eight years of experience as an arts administrator, developing strategic marketing plans, marketing collaborations, and conducting focus groups for nonprofit arts organizations like City Theatre, ProArts, Tuesday Musical Club, Renaissance & Baroque Society of Pittsburgh, and Pittsburgh Irish & Classical Theatre. She has developed three introductory arts marketing workshops for the National Arts Marketing Project and has attended all three of the advanced training components of the project as a consultant, panelist, and speaker. Lisa is the former Director of Arts Services for *ProArts* (now the Greater Pittsburgh Arts Council), a Pittsburgh-based arts service organization. At

ProArts, she developed and implemented the ProArts Ticket Service, a community box office operation serving over 40 arts organizations and *ArtSource*, *Pittsburgh's Guide to Arts & Culture*. In her life before the arts, Lisa worked as a Customer Service Representative in financial services for Fidelity Investments in Boston, Massachusetts and Milwaukee, Wisconsin. Lisa is currently employed as the Director of Marketing for City Theatre in Pittsburgh. She has a B.S. in Business Administration with a concentration in Marketing from Marquette University and a M.A. in Professional Writing from Carnegie Mellon University. Lisa is a lifelong student of yoga and a volunteer tutor for the Greater Pittsburgh Literacy Council.

Larry Scripp is an accomplished composer, conductor, educator, and researcher. In the past, he has composed many works for musical theater, modern dance, film, and children's animation, and has directed a variety of community orchestras and contemporary performing groups in Boston. As an educator he has developed theory and performance programs for young musicians at the Powers School, Longy School of Music, and Concord Academy. Scripp has also conducted extensive research in art and education at the Harvard Graduate School of Education's Project Zero and has published many articles about children's musical development, computers and education, and the acquisition of music literacy skills in such publications as *The Music Educators Journal*, *The Quarterly*, *Journal of Aesthetic Education*, *Journal of Music Theory Pedagogy*, and *The Handbook for Research in Music Teaching and Learning and the Journal for Learning Through Music at New England Conservatory*. He is currently Chair of NEC's Music-In-Education program, directs NEC's Research Center, and is the Principal Investigator for the Music in Education National Consortium and its Learning Laboratory School Network. Larry holds a B.M. from Boston University and an Ed.M. and Ed.D. from Harvard University.

Biographies, *continued...*

Alana Seddon is the Associate Director of The Hartt School Community Division of the University of Hartford in West Hartford, Connecticut. Mrs. Seddon has led sessions on faculty and student evaluation and assessment for the National Guild Conference in Boston in November 2004, Chicago in November 2003, as well as a similar workshop on student evaluation for the Northeast Chapter of Community Schools of the Arts meeting in October 2002. At Hartt, she has been instrumental in establishing and implementing an effective faculty and student evaluation system. Prior to coming to the Hartt Community Division, Mrs. Seddon taught music for grades K–8 in both Connecticut and Illinois where she incorporated assessment techniques into her teaching. She holds her Bachelor of Music Education and Master of Music Education degrees from The Hartt School, University of Hartford.

Lisa Shaw, Director of Adult Programs at Levine School of Music, is a music educator, soprano, conductor and long-time champion of music programs for older adults. Shaw has been creating and coordinating performances and courses for older adults for more than 20 years. At Levine, Shaw created “A Little Day Music,” a program specifically designed for retirees to support their creative curiosity by offering vocal and instrumental ensemble courses, music appreciation and theory, and MusicalTea!™, a free monthly performance series given by Levine’s students and faculty. Additionally, she maintains a fulfilling teaching schedule of private voice lessons, choral ensembles and music theatre and opera programs. A versatile soprano, Shaw has performed opera and musical theatre for audiences in venues all over the United States and Europe, including the John F. Kennedy Center for the Performing Arts, Lincoln Center and the Vienna Staatsoper, as well as in Austria, Germany, Poland, Switzerland, Belgium and Portugal. Shaw holds a Bachelor of Music from Virginia Commonwealth University and accepted a full scholarship to Cincinnati Conservatory of Music where she received a Master of Music and Artist Diploma in Opera.

Brad Stephenson recently graduated with honors from Carnegie Mellon University’s Master of Arts Management program. Prior to his studies at CMU, Mr. Stephenson worked as a reporter for a large daily newspaper in East Brunswick, NJ, and as the communications director for a Manhattan-based consulting firm. He is on the Advisory Panel of Future Tenant, Pittsburgh, PA; a volunteer for the Union Project, Pittsburgh, PA; and a member of the Phi Kappa Phi honor society for academic excellence. Mr. Stephenson also spent several years performing stand-up comedy in various New York clubs, including Caroline’s, Comic Strip Live and Stand-Up New York. He holds a B.F.A. in acting from the University of Kentucky and is very active in the Pittsburgh theatre community.

Bruce A. Stevens has been President and CEO of Steinway & Sons since 1985. Mr. Stevens came to this position with more than a strong love of music; he was raised in a family in which music played an important part. Much of the family’s musical life in Shenandoah, Iowa revolved around the family’s Steinway grand. Prior to his involvement with Steinway & Sons, Mr. Stevens worked with the Polaroid Corporation where, as director of international marketing, he was responsible for all marketing activities outside the United States. Steinway & Sons is, in Bruce Stevens’s words, “a cultural treasure, rich in history, which has made and continues to make a tremendous contribution to the world. Our on-going motivation is to continue to nurture this company, which for 152 years has created the finest pianos in the world.”

Sally Stone-Worsing is the Founding Executive Director of City Music Center. Her undergraduate degree was in music performance. She holds post baccalaureate certification in elementary education as well as Dalcroze Elementary Certification and the License She earned her Ph.D. in music theory and higher Education. Her classroom experience includes six years as a general elementary education teacher and two years as a K-12 music teacher at the Western Pennsylvania School for the Deaf. She has also taught children and university-level Dalcroze Eurhythmics classes and been a visiting presenter at Dalcroze conferences in Great Britain, Taiwan and Switzerland.

Davin Pierson Torre has spent more than 20 years as a musician and music educator, and was appointed in 1995 as director of the Flint School of Performing Arts (FSPA). With an enrollment of nearly 3,000 students, the Flint, Michigan-based FSPA is the largest community music and dance school in the state. Under Pierson Torre’s leadership, the FSPA has worked with several organizations in developing new programs to reach out into the community. These include music, dance and arts mentoring programs with Head Start children, residents of Flint Housing Commission housing centers, and teen parents and their babies. In addition to her other duties, Pierson Torre maintains a busy conducting schedule. She is in her 16th season as conductor of the Flint Youth Symphony Orchestra, which has performed in England, France and Japan, and at Carnegie Hall. Because of her extensive work with FYSO, Pierson Torre was elected by the American Symphony Orchestra League (ASOL) to serve on its national board as a Youth Orchestra Conductor Representative. She is also a member of the National Guild of Community Schools of the Arts Council of School Directors and chair of the Central Great Lakes Chapter. Pierson Torre has served as guest conductor for a number of orchestras, including the Delaware State Honors Orchestra, the Southeastern Michigan Chamber Orchestra, the Ohio State High School Honors Orchestra, and the Flint Symphony Orchestra. She has adjudicated many statewide competitions, most recently the Zerounian Award Auditions and the Michigan School Band and Orchestra Association State Solo and Ensemble Festival. She served as principal violist with the Flint Symphony Orchestra until 1999. Her educational background includes bachelor’s and master’s degrees with distinction in viola performance and music education from the University of Michigan. She has studied conducting with Elisabeth Green, Enrique Diemecke and Gustav Meier. Pierson Torre received the 1995 YWCA’s Women of Achievement Award and a Nina Mills Award nomination, given to women in the community for outstanding leadership and service.

Kathy Tosolini serves as Senior Program Director for the Arts for the Boston Public Schools, where she facilitates the development and implementation of the K-12 Citywide Standards in the Arts; coordinates system-wide arts festivals, exhibits, and professional development in the arts; provides technical assistance to 135+ site-based arts programs and 250+ school-based arts specialists; collaborates with the Budget, Purchasing, and Capital Planning offices for new and on-going projects and assists in the planning and execution of partnerships and initiatives with Greater Boston artists, arts agencies, cultural and post-secondary institutions. Prior to joining BPS, Ms. Tosolini served as Planning Principal, Principal and Program Administrator for the development and realization of the Paseo Academy of Fine and Performing Arts in Kansas City, Missouri, Coordinator of Fine Arts for the Oklahoma City Public Schools and Assistant Professor of Music Education/Model Laboratory School at Eastern Kentucky University. She received her B.M. from Millikin University, M.M.Ed./M.M. in composition from Vanderbilt University and Specialist in Educational Administration (focus: administration of performing and visual arts preparatory schools) from Eastern Kentucky University. She completed additional coursework in arts and educational administration at University of Kansas and

Duquesne University. She recently completed a six-year term (two years as chair) with the Massachusetts Department of Education Arts Education Advisory Council. She serves as a board member of the International NETWORK of Schools for the Advancement of Arts Education, the Kennedy Center Alliance for Arts Education Network National Governance Committee-Network Leadership Committee, The National Arts and Learning Collaborative at Walnut Hill, the BPS coordinator for the College Board's *Advanced Placement Arts Initiative*, and as a non-paid consultant for the Accrediting Commission for Community and Preparatory Arts Schools.

Michael Tsang is 12 years old, and a grade student at Carson Middle School, Pittsburgh, PA. He studies piano with Marina de Pretoro at City Music Center of Duquesne University. Michael participated & won in many competitions during the last 5 years. In 2005, Michael won 1st place in the Duquesne Young Artists Competition - Age Group 15 & under. He was also the winner of the 2005 Pittsburgh Concert Society Young Artists Competition. In the 2004 Music Teachers National Association Competition, Michael achieved alternate status or 2nd place in the Junior Division of Pennsylvania State. He also received 2nd place in the concerto division of the International Young Artists Competition in Washington DC in years 2004 & 2002. Michael won the 1st place & 2nd place in the Bartok-Kabalevsky-Prokofiev International Young Artists Competition in years 2001 & 1999 respectively. In 2001, he was invited to attend the master class by Master Gyorgy Sandor. In addition to piano playing, Michael is the first chair violinist of Carson Middle School Orchestra; a 3rd degree black belt in Tae-kwon-do; and a swim team member of the Allegheny North Swim Club.

The University of Cincinnati College-Conservatory of Music Preparatory Musical Theater Troupe is an outgrowth of The Musical Theater Intensive Program which began in 2001. It was designed for students with a high level of interest in Musical Theater, either to prepare to study the field in college or to better their skills. Each week the students study voice, dance and acting. Our students come from the Greater Cincinnati Area, but also travel weekly to CCM from Dayton, OH, Minster, OH and Lexington, KY. Our graduating students now study Musical Theater at NYU (CAP 21), Boston Conservatory, Webster University, Baldwin Wallace Conservatory, Point Park College and Drama at CCM and NYU and Music at Belmont University in Nashville. Lisa Ericksen and Becky Childs direct the program; Mark Femia is director of the Musical Theater Troupe.

Since 1996, **Mary Esther Van Shura** has served as the assistant director of the Department of Parks and Recreation of the City of Pittsburgh with primary oversight of the senior program. Her earlier professional experiences included service as the director of the state office for Senator Harris Wofford, Western Pennsylvania Coordinator for Victory '92 (Clinton), and Western Pennsylvania Coordinator for Victory '91 and '94 (Senator Harris Wofford), as well as, an Elementary Teacher in New York. Within the community, she served as Co-Chair of the Municipal Cooperation Committee for the Transition Team of County Executive Dan Onorato. She currently serves on the Board of Directors of Chatham Village, a national historic landmark in Pittsburgh, PA, the Consumer Advisory Council of Quality Insights of Pennsylvania, the Executive Committee of the Pittsburgh Local Organizing Committee for the 2005 National Seniors Games, and the fundraising committee of the National Multiple Sclerosis Society. Van Shura received her Ed.D. from the University of Pittsburgh. Earlier degrees of a B.S. in elementary education and a M.S. in Educational Administration were received at College Misericordia and the State University of New York.

Daniel J. Windham is President and CEO of The Cleveland Music School Settlement, a nationally recognized leader in community arts programming offering instruction, performance opportunities, and presentations in various arts disciplines, a music therapy institute, and a center for the arts in early education. CMSS provides services annually to over 1,000 participants building social infrastructure through the arts. His management experience includes positions as a senior administrator with Kansas City Young Audiences, the District of Columbia Commission on the Arts and Humanities, the National Symphony Orchestra, and the New York Philharmonic. As an educator, Windham has taught music history and music theory at the New England Conservatory of Music, Wellesley College (MA) and the Elma Lewis School of Fine Arts at the National Center for African American Artists. Windham performed both as an instrumentalist and vocalist. A baritone who has appeared with symphony orchestras throughout the country including the Boston Symphony Orchestra, Baltimore Symphony Orchestra and New York Philharmonic, Windham's vocal career also included appearances in recital and opera throughout the United States, Canada and Europe. When not singing, he was either leading his own jazz ensemble, SPECTRUM, or collaborating with other ensembles as a saxophonist. Windham has served as advisor to educational and cultural organizations, including the National Endowment for the Arts, Michigan Council on the Arts, Missouri Arts Council, New York State Council on the Arts, New Jersey Symphony Orchestra, American Symphony Orchestra League, Association of Performing Arts Presenters, New School for Social Research, New York City Board of Education, Chicago Public Schools, Kansas City (MO) School District and University of Missouri-Kansas City. He has also served as a member of the board of directors for Theater Works USA, Third Street Music School Settlement (New York), Kansas City Public Television, Powell Gardens, Inc. and Young Audiences, Inc. He currently serves as vice-chair of the board of directors of the Cleveland Arts Prize and is a trustee of the National Guild of Community Schools of the Arts. Windham holds undergraduate and graduate degrees from the New England Conservatory of Music and pursued advanced musical studies at Harvard University with Leon Kirchner and Earl Kim.

Mel Wisniewski has spent his entire life involved in music-from playing the accordion as a young boy back in Wisconsin to leading one of the most progressive sales divisions in the music industry and helping to build America's number one home organ brand. Wisniewski is Lowrey's Director of Sales. His notable experience and distinguished reputation in the music products industry gives him a unique vision. Wisniewski's gift for recognizing the needs and desires of the recreational music maker has transformed Lowrey into a consumer-driven company that puts the satisfaction of the customer first. Notable developments include the Lowrey Magic Organ Course, Lowrey's early involvement in the Music Making and Wellness movement, L.I.F.E. and industry-leading awareness of the value of a music-making hobby. Throughout his entire career Wisniewski has recognized the significant benefits available to people who participate in recreational music making.

Dennie Palmer Wolf is currently the director of one of the major initiatives at the Annenberg Institute for School Reform at Brown University. This initiative, "Opportunity and Accountability," is a bold effort to help schools and communities examine their investments in and the effects of teaching and learning. This work is grounded in her extensive work in portfolio assessment that originated in her own education as a painter as well as her studies of development of young artists. At Annenberg, Dr. Wolf's work also includes studies of how artistic and cultural activities (such as playing an instrument or participating in community-based theater classes) affect the quality and course of students' lives. She is the

Biographies, *continued...*

research principal on the Dallas ArtsPartners longitudinal study recently featured by the Ford Foundation. In addition, her work is concerned with drawing public attention to the key role of the arts and humanities in civic life and the necessity of including youth needs and perspectives in cultural planning. In recent years, she has brought this work to cities like Charlotte, NC, San Jose, CA, and Fort Worth, TX.

Michael Yaffe is Executive Director of The Hartt School of the University of Hartford and Director of its Community Division, a community arts school with over 2,700 students. He is formerly Assistant Director for Operations of the National Association of Schools of Music (1976-1986) and Director of the Arts Unit at Radio Station WAMU-FM, Washington, D.C. (1980-1985). He serves as a Vice-President of the Board of the National Guild of Community Schools of the Arts, and is Chair of the non-degree-granting commission of National Association of Schools of Music and the Accrediting Commission for Community and Precollegiate Arts Schools. He has led workshops on community arts programs in university contexts at both the National Guild of Community Schools of the Arts and NASM Annual Meetings, and has served as a consultant to more than forty community arts schools around the country. He holds degrees in piano and music history from Clark University (Worcester, MA) and the University of Toronto.

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The National Guild of Community Schools of the Arts is the national service organization for a diverse constituency of non-profit organizations providing arts education in urban, suburban and rural communities throughout the United States.

Values and Vision

The National Guild believes involvement in the arts is essential to individual fulfillment and community life. We envision a nation where all Americans understand and appreciate the value of the arts in their lives, and in the lives of their communities.

Mission

The National Guild advances high-quality, community-based arts education so that all people may participate in the arts according to their interests and abilities. We support the creation and development of community schools of the arts by providing research and information resources, professional development and networking opportunities, advocacy, and high-profile leadership.

What We Offer

- We provide a national voice for community arts education
- We influence policies that affect the field
- We serve and represent a broad range of organizations that engage in community arts education
- We identify and promote best practices
- We bring together organizations and individuals to share experiences, ideas and information

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