

# DAVID ROWELL

## **PROFESSIONAL MANAGEMENT:**

### **Spruce Peak Performing Arts Center, Stowe, VT**

#### ***Executive Director***

***April 2010 - January 2012***

- Oversight and senior management of the completion and grand opening of the new \$9 million, 420 seat Spruce Peak Performing Arts Center including:
  - Research, development, and implementation of original artistic programming for presenting series including mainstage performances, educational opportunities, community events, and facility rentals.
  - Development and implementation of community awareness / outreach programs including public speaking engagements, media campaigns, audience studies, and community engagement events.
  - Coordination and installation of all specialized equipment for performance and production spaces including lighting, sound, and stage rigging. Preparation / training of production staff on all equipment.
  - Research and implementation of computerized ticketing system (Choice Ticketing) including database development, customized event creation/programming, daily reporting, and financial management.
- Created and oversaw the Grand Opening Week Celebration with six different events over six days including Ben Vereen, Brooklyn Rundfunk Orkestrata, Eileen Ivers, Sara Watkins, The Spencers, and James Taylor.
- Developed overall season and event marketing master plans including diverse marketing mix with advertising, public relations, promotions, internet and new media campaigns, posters/flyer visual campaigns, grass roots campaigns, seasonal and event marketing, and media relations.
- Development of fundraising initiatives including membership program, corporate sponsorships and targeted campaigns to key community demographics, i.e. second home owners, local business owners, and others.
- Served as liaison and primary spokesperson to the local community and the arts / cultural community on a local, regional, and national level including many civic groups and businesses, local and regional arts companies, Arts Presenters of Northern New England, South Arts, Arts Presenters, Vermont State Arts Council, and more.
- Management of daily operations for a not-for-profit multi-use performing arts center including:
  - Supervision of full-time staff, part-time staff, and volunteer company including production, front of house, marketing, development, box office, and customer service.
  - Artistic programming and booking of a multi-event performing arts series (artistic planning, vision and selection; scheduling; contract negotiations; seasonal marketing; event management and logistics)
  - Budget and Finance (annual budget, seasonal plans, daily tracking and reporting, petty cash)
  - Fundraising and Strategic Planning (sponsorships, membership program, special events, short and long range campaigns, institutional behavior, and branding)

### **Florida State University – School of Theatre, Tallahassee, FL**

#### ***Assistant Professor / Head - MFA Theatre Management January 2005–May 2010***

- Classes taught included Legal and Business Issues in the Arts; Marketing, Audience Development and Public Relations; Resource Management – Fiscal, HR and Facility Management; Business of the Business – Graduate level; Fundraising; Theatre Management – Graduate and Undergraduate levels, and others.
- Recipient - University Outstanding Undergraduate Teaching Award - 1 of 19 faculty nominated by students and selected by students and faculty review. (2008-2009 academic year)
- Oversight of Master of Fine Arts (MFA) Theatre Management program including:
  - Teaching of master classes in current trends and topics in theatre management including basic and advanced presenting, marketing, grant writing, resumes, fiscal and facility management.
  - Coordination of professional staff and graduate students in assistantships and practicum including marketing, development, theatre management, box office and production management.
- Created new curriculum for graduate courses including class structure, lecture and interactive materials, multimedia presentations, advanced topic research, assessment systems and student support materials
- Oversight of marketing activities for School of Theatre including event marketing, season marketing, recruitment advertising, Internet/ online marketing and communications, and institutional marketing. Served as Director of Marketing from January 2005-February 2009. Developed new branding campaigns for overall programs that included the MFA Acting Conservatory at the Asolo Theatre, London Extension program and residencies.
- Developed and executed assessment programs for School of Theatre performances including surveys, benchmark guidelines, focus groups, and live and online assessment tools.
- Served as chief consultant on restructuring of presenting series management and operating policies for 7 Days of Opening Nights Festival including leading strategic planning workshops with Board of Directors and staff.

### **Luther F. Carson Four Rivers Center. Paducah. KY**

## ***President / CEO***

***January 2003–December 2004***

- Oversight and management of construction and completion of \$48 million performing arts center including:
  - Coordination of construction, infrastructure, specialized equipment and organization of performance spaces, performance support (lighting / sound / rigging) and administrative / office areas.
  - Creation and development of original artistic programming for the presenting series including mainstage performances, Broadway, cabaret performances, residencies, and facility rentals.
  - Development and execution of community awareness / outreach programs including public speaking engagements, media campaigns, audience research studies and more.
  - Creation of education program structure and initial educational series include daytime performances for local and regional school children, masterclasses and workshops for students and local artists.
- Coordinated with volunteer leadership on final \$11 million+ capital construction campaign including over \$750,000 raised individually for campaign.
- Development of highly successful Broadway subscription series (in partnership with Jam Theatricals) that drew 96% season ticket sales for initial season and a 95% renewal rate for second season.
- Created and managed Grand Opening Gala weekend including performances by Vince Gill, BB King, community open house and invitation only VIP gala events.
- Served as liaison and primary spokesperson to the local community and the arts / cultural community on a local, state, regional and national level including many civic groups and businesses, local arts groups and companies, regional media, Paducah Arts Federation, Southern Arts Federation, Kentucky State Arts Council, and APAP.
- Management of daily operations for a not-for-profit multi-use performing arts center including:
  - Supervision of full-time staff (19), part-time staff (25-40+), and volunteer company (125+).
  - Budget and Finance (annual, seasonal, departmental and event-based, tracking and reporting)
  - Marketing and Fundraising (PR and media relations, seasonal, event and institutional campaigns, event assessment and evaluations, membership, special events, sponsorships and capital campaign)

## **The Mahaffey Theater Foundation at the Bayfront Center, St. Petersburg, FL**

### ***Executive Director***

***September 1999–November 2002***

- Management of day-to-day operations for a not-for-profit arts foundation (\$1.1 million annual) including:
  - Artistic programming and booking of a multi-event performing arts series (artistic planning, vision and selection; scheduling; contract negotiations; seasonal marketing; event management and logistics). Programming included Broadway Series, Jazz by the Bay, and other thematic series.
  - Audience development / cultural participation (season ticket and flex package programs; audience surveys / focus groups; increased master classes for students; and developed engagement programs)
- Wrote and received grants for programming, audience development and education from Verizon, NEA, Florida Arts Council, Target, Florida Power, NDP / NEFA and many others. Raised \$250,000+ a year in local corporate sponsorship and individual giving for three seasons and over \$300,000 in-kind sponsorships per season.
- Served as liaison and primary spokesperson to St. Petersburg and surrounding communities and the arts / cultural community on a local, state, regional and national level including local companies and business, civic organizations, regional media, Southern Arts Federation, Florida Arts Council, APAP, and NEA.
- Designed and implemented new branding / image campaign including creation of new logo, revised mission statement with new goals and objectives, and overall multimedia campaign for both Foundation and facility.

## **Peery's Egyptian Theater and David Eccles Conference Center, Ogden, UT**

### ***Theater Manager***

***August 1996–September 1999***

- Opened and supervised the renovations and expansion for a historic theater (1924) into performing arts center including installation of new counterweight fly system, computerized lighting system, restoration of atmospheric ceiling, state of the arts sound / projection systems, food / beverage facilities and rehearsal studio. Project included restoration of original theater, building of new conference center and joint support structure.
- Management of daily operations for a multi-venue center including booking / scheduling of theatrical spaces; production management and consultant on all rental events in theatre, ballrooms and conference center; event rental cost estimates; budget and finance; IT co-manager for facility; & facility management.
- Coordinated management and reporting to multiple partners involved with overall project (City of Ogden, Weber County, Weber State University, Egyptian Theatre Foundation and Hotel/Motel Association).
- Hiring and supervision of theater staff (4 department heads, 10 Full-time, 12 Part-time) and front-of-house staff and box office staff (1 department head, 18 Part-time) for 200+ events per season.
- Served as liaison and primary spokesperson to Ogden area and surrounding communities and the arts / cultural community on a local, state, regional and national level including local companies, businesses and Universities, many civic organizations, regional media, Western Arts Alliance, Utah Arts Council, APAP, and NEA.

**David Eccles Conference Center, Ogden, UT**

**Director of Programming****February 1998 – September 1999**

- Chief Artistic Programmer for Peery's Egyptian Theater and The Great Performance Series at The Egyptian including season selection, contract negotiations, artist management, and event management.
- Design and execution of all marketing efforts for the series including season brochure design and layout; all press and media releases; season and single ticket campaigns; and design / producer for TV ad campaigns.
- Coordination of season sponsorships including in-kind, corporate, government and cash donations. Raised over \$200,000 in cash & in-kind in the initial four weeks of first campaign and hit goal (\$300,000) within eight weeks.
- Coordinated and successfully submitted application for 501(c)(3) tax-exempt status for the new Center / Series.

**Office of Cultural Affairs, Weber State University, Ogden, UT****Co-Director****June 1995 – July 1997**

- Co-director for a multi-event performing arts series at Weber State University including artistic programming, program development, scheduling, contract negotiations, marketing, day-to-day operations, season ticket package creation and development. Performance Series included Jazz Series, Dance Series, Theatre Series, Classical Crossover Series, and Variety Series.
- Design & layout of all marketing, public relations, and promotions including brochures, playbills and advertising.
- Created advance residency and educational programs with visiting guest artists including National Theatre of the Deaf, Anthony Zerbe, Gil Shaham and others.

**Val A Browning Center for the Performing Arts, Weber State University, Ogden, UT****Production Stage Manager****September 1993 – September 1996**

- Coordination of all performance and technical aspects for a three theater, multi-use performing arts center
- Management of day-to-day operations including scheduling, event and account billings, payroll, budget and finance (yearly, seasonal and departmental) and facility management.
- Organization and implementation of new policies and procedures regarding health, safety and ADA compliance for audience members and house personnel.
- Supervision of theater staff (10 Full-time, 15 Part-time and IATSE local crew) and front-of house staff (3 Full-time, 25 Part-Time) for 400+ events per season.

**Actors' Equity Association Stage Manager****June 1986 – August 1999**

- AEA Stage Manager including Berkshire Theatre Festival, Actors Theatre of Louisville, PlayMakers Repertory Company, McCarter Theatre Company, Utah Musical Theatre and others. Served as PSM or SM on seven world premiere productions including *Three Ways Home* by Casey Kurti; *A Piece of My Heart* by Shirley Lauro; *Dark Sonnets of the Lady* by Don Nigro; and *The Nutcracker: A Play* by David Hammond

**TEACHING – UNIVERSITY:****Florida State University, Tallahassee, FL****Assistant Professor, School of Theatre****January 2005 – May 2010**

- Assistant Professor - Taught Graduate courses in Business and Legal Issues in the Arts; Marketing and Audience Development, Resource Management for Performing Arts, Theatre Management and more. Taught Undergraduate courses in Theatre Management and various seminars.

**Weber State University, Ogden, UT****Adjunct Professor, Dept. of Performing Arts****January 1994 – August 1999**

- Adjunct Professor – Advanced Directed Readings in Theatre Management; Advanced Directed Readings in Stage Management; Introduction of Film (History and Criticism); Advanced Directed Readings in Film Production
- Guest Lecturer – Theatre Management, Stage Management, Introduction to Theater, and Theatre Forum

**TEACHING – MASTER CLASSES / SEMINARS (Selected):****Professional Development at Performing Arts Exchange (PD@PAE) - Baton Rouge, LA****Master Class Presenter / Guest Teacher****September 2011**

- *Fundamentals of Social Media* co-presented with Chad Herzog, Juniata College. - a fundamental workshop on social and new media focusing on using new media for marketing, audience development and retention, and fundraising.

**Presenting 101 Curriculum Development (A joint project with South Arts, Arts Midwest, and Western Arts Alliance) 2010**

- Developed, researched, and wrote the joint curriculum plan for *Presenting 101* classes/seminars for the three regional presenting conferences (Western Arts Alliance, Arts Midwest and Performing Arts Exchange).
  - Created three master plans - four hour master class version, eight hour seminar version and two day residency version - with detailed outlines and support materials for each plan.
  - Research included interviewing presenters, artists, managers and agents on industry trends in presenting, marketing, contracting, fundraising, legal matters and board development
- Developed module components to support curriculum plan including samples, templates and internet links for modules in artist contracts, fiscal management, marketing, public relations, fundraising, audience development, facility management, board development, and customer service.

**Professional Development at Performing Arts Exchange (PD@PAE) – Norfolk, VA  
Master Class Presenter / Guest Teacher September 2009**

- Coordinated and presented series of three linked classes on fundamentals of presenting. Classes included Introduction to Presenting, Relationship Building In Presenting, and Facebook 101 for Presenters / Artists.

**p.a.v.e. Inaugural Symposium on Entrepreneurship and the Arts – Phoenix, AZ  
Invited Presenter November 2008**

- Selected by p.a.v.e (the performing arts venture experience) at Arizona State University to present paper at the Inaugural Symposium. Paper entitled *To Be or Not to Be, or To Be Smart. Best practices and models in the building and development of new artistic ventures in today's environment.*

**Professional Development at Performing Arts Exchange (PD@PAE) – Atlanta, GA  
Master Class Presenter / Guest Teacher September 2008**

- Presented series of three linked master classes on fundamentals of presenting performing arts (first time ever offered at PAE by one presenter / teacher). Three courses include Introduction to Presenting, Relationship Building In Presenting and Fundamentals of Audience Development.

**Florida Department of Cultural Affairs Conference on Technology  
Co-Presenter June 2008**

- Co-presented multipart online master class (Connecting with Technology) for artists on using Web 2.0 and new technology for identifying and connection with current and potential audiences. Co-presented with Jeri Goldstein, arts management consultant.

**National Arts Leadership Institute (NALI) @ Performing Arts Exchange – Louisville, KY  
Master Class Presenter / Guest Teacher September 2007**

- *Fundamentals of Audience Development and Retention* – presented workshop on marketing, audience development / retention trends and techniques.

**Association of Arts Administration Educators Conference – Chicago, IL  
Panel Moderator / Presenter June 2007**

- *Running the Numbers: Making the Arts Financially Possible* – secured, coordinated, and moderated panelists and presentation materials for workshop.

**Americans for the Arts Creative Connections Regional Conference - Miami, FL  
Panelist / Guest Lecturer November 2005**

- The Value of An Arts Management Degree in Today's World panel
- Motivating Oneself and Employees at Work Roundtable

**EDUCATION:**

**Master of Fine Arts – Theatre Management and Arts Administration**  
University of Alabama / Alabama Shakespeare Festival, 1993

**Bachelor of Arts – Theater – concentrations in Lighting Design and Stage Management**  
Hope College, Holland, MI, 1986

## **MEMBERSHIPS, PANELS and VOLUNTEER WORK (Selected):**

APAP – Association of Performing Arts Presenter  
New Colleagues Mentor (1997-2005, 2010-2012)  
Mentor/New Colleagues Co-Chair (2012)  
Conference Volunteer (2010-11)  
NALI/PD@PAE Advisory Committee (2004 – 2012)  
SAF/PAE - South Arts / Performing Arts Exchange  
New Colleagues Planning Committees (2004-09)  
Professional Development Planning Committee (2008-09)  
Conference Planning Committee (2002 and 2004)  
Co-Chair – Mentoring Program (2001-2002, 2009)  
Juried Showcase Panelist (2002, 2004-2007, 2009, 2010)  
Curbside Consultant (2007, 2009, 2010, 2011)  
WAA - Western Arts Alliance  
Conference Planning Committee (1998)  
Professional Development Committee (1999)  
Co-Chair, Conference Credential Committee (1997-98)  
NAPAMA (National Assoc. of Performing Arts Managers  
& Agents) Board of Directors (2000-2006)  
Vermont State Arts Council Grant Panelist (2011)  
Kentucky State Arts Council Grant Panelist (2003)  
Florida State Arts Council Grant Panelist  
Professional Theatre Panelist (2001-2003)  
Sponsor/Presenter Panelist (2003,2006,2008)  
Cultural Facilities Panelist (2005)  
Utah State Arts Council Grant Panelist  
UT Presenters Tour-Dance & Theatre (98/99)  
Pinellas County Arts Council Grant Panelist (2001)  
Pinellas County Arts Council Cultural Tourism  
Grant Panelist (2006)  
LiveArts Peninsula Foundation–Board of Directors  
Founding Board Member (2001)  
AEA – Actors' Equity member (1986-2001)  
Florida Professional Presenters Consortium  
IATSE Local #99 (1993-1999)  
Pennsylvania Performing Arts on Tour Grant  
Panelist (2005, 2007, 2008, 2010)

## **SPECIAL SKILLS AND TRAINING:**

Computers – IBM and Macintosh including MS Office, Creative Suite including InDesign, Photoshop & many others  
Marketing / Public Relations / Branding  
Audience Development / Cultural Participation  
Fundraising – Capital and Annual Campaigns  
Data Collection, Organization and Statistical Analysis  
Grant Writing – Foundation, Corporations, Government  
Fire-eating and Circus / Clowning training  
Graphic Design and Layout  
Facility Maintenance – HVAC and multiple systems  
Performance training including 12+ years - acting/directing and nine years - dance - ballet, modern, and theatrical.  
Board Development and Organizational Structures  
Public Speaking and Presentation  
Fundraising – Special Events and Gala Benefits  
Organizational / Human Resource Management  
Lighting – Theatrical and Film  
Sound Reinforcement and Recording  
Stage Operations, Rigging and Management  
First Aid, Emergency Medical Management

## **PRIMARY REFERENCES (Selected - additional written references on LinkedIn):**

Rob Apple – Planning Manager / former Board of Directors SPPAC  
Spruce Peak Reality, Stowe, VT  
802-760-4625 (w)  
[rapple@stowe.com](mailto:rapple@stowe.com)

Neil Benson – Senior Vice President / National Booking Director  
Opus 3 Artists, New York, NY  
212-584-7512 (w)  
[nbenson@opus3artists.com](mailto:nbenson@opus3artists.com)

Jeff Foreman – Director of Operations  
The Carson Center, Paducah, KY  
270-443-9932 x260 (w)  
[jforeman@thecarsoncenter.org](mailto:jforeman@thecarsoncenter.org)

Walter Frame - Chair of Board, Spruce Peak Performing Arts Center  
Trapp Family Lodge, Stowe, VT  
802-793-9107 (c)  
[wf@trappfamilylodge.com](mailto:wf@trappfamilylodge.com)

Dr. Anne Hodges – Program Director – MA Arts Administration  
Florida State University College of Music, Tallahassee, FL  
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Mary Katz – Director of Education  
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John Killacky - Executive Director  
The Flynn Center for Performing Arts, Burlington, VT  
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Jennifer Morris – Partner  
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Dr. Gaylen Phillips – Assoc. Director of Arts Resources & Services  
State of FL Division of Cultural Affairs, Tallahassee, FL  
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Katie West – Director  
Pennsylvania Performing Artists on Tour, Philadelphia, PA  
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