

**Arts Council of Fairfax County
2011 Organizational Development Grant Program
Project Marketing Description (not to exceed 100 words)**

Provide a brief overview of your project, describing your specific project, not the applicant organization. Use clear language that can be understood readily by readers who may not be familiar with the discipline or subject area. If your project is funded, the Arts Council will use this description in publicity materials to describe your project activities. Do not exceed five sentences or 100 words in your description.

The Fairfax Choral Society (FCS) will implement an ambitious board and staff development program which will include strategic planning, board and staff education, and the creation of fundraising and marketing plans. Through the construction of a thorough execution plan, FCS intends to expand its current strategic plan to propel the organization forward into and beyond its 50th season in 2011-2012. In addition, the project will strengthen the Board of Directors and staff through their continued education and development including governance, fundraising, marketing, and the importance of planning under the direction of two professional consultants.

Fairfax Choral Society

Organizational Profile

Our Vision: *A world where choral music uplifts and inspires all people and unites communities.*

Our Mission: *To enrich the lives we touch through the performance, education, and appreciation of choral art.*

1. When several members of the Fairfax Music Guild decided in the fall of 1962 to form a chorus to perform Handel's *Messiah*, no one anticipated that the small ensemble would grow into one of the finest and most respected choral music organizations in the Washington, DC area: The Fairfax Choral Society (FCS).

As Northern Virginia's largest auditioned choral organization, FCS is proud of its established reputation as a significant educational and performing arts entity in Metropolitan Washington, DC providing opportunities to singers aged three to one hundred and three. The Youth Chorus program serves 200 young people in six age- and skill-appropriate choirs: Da Capo, Lyric, Treble, Concert and Master in Annandale and the West Campus Pilot Program in Herndon. The Adult Chorus numbers 130 members. FCS holds weekly rehearsals throughout the season for the Adult and Youth Choruses in preparation for concerts and outreach performances. These rehearsals actively educate and train young singers, providing instruction for all participants in musical repertoire, vocal production, sight reading, and ear training.

Now in its 49th year, FCS reaches over 6,000 people each season. Programming includes performances of choral masterworks with full orchestra, including one popular music concert; premiering new compositions and commissioned pieces; and creative collaborations with other performing arts groups. Recent successes include: 1) In the fall of 2008, FCS hosted two programs with Dr. Craig Jessop, distinguished former director of the Mormon Tabernacle Choir. Dr. Jessop directed FCS (Adult Chorus and Master Singers – the high school-age group from the Youth Chorus) in a performance and led a sold-out conducting workshop. 2) FCS's first commercial CD, *Tidings of Joy*, was released during the 2008 holiday season. It was selected for production by Gothic Recordings, a nationally recognized label specializing in choral arts. During the 2009 holiday season, selections from the CD were heard on radio stations around the world. 3) FCS has continued to expand its educational programming for all ages. In June 2009, FCS completed its first Adult Education Choral Workshop series for untrained adults with an interest in choral music. In fall 2010, FCS implemented two new education programs for youth. 4) The Youth Choruses performed at Wolf Trap (August, 2009 and September, 2010); Carnegie Hall (April, 2008); the annual Microsoft-sponsored Government Leaders Forum (learn more at www.glf-america.com) (March, 2009); and at the Kodály Music Educators Conference (March, 2009). In addition, the Concert Choir and Master Singers received top honors at the Heritage Music Festival – Williamsburg (April, 2010).

2. FCS' primary service area is Fairfax County and the cities of Fairfax and Falls Church. Eighty-six percent of FCS members reside in one of those three jurisdictions; an additional 14% reside in other parts of Northern Virginia¹, Maryland, and the District of Columbia. US Census figures² estimate the combined total population of FCS' primary service area at 1,180,000, of whom approximately 11% are Black or African American, 14% are Asian and 13% are of Hispanic or Latino descent. FCS' audiences (~6,000) are drawn largely from its primary service area. Member and patron demographics cover all ages and a wide range of socio-economic and cultural backgrounds. Youth programs are particularly diverse, including approximately 35% minorities.

¹ Northern Virginia is defined as the Counties of Arlington, Fairfax, Loudoun and Prince Williams and the Cities of Alexandria, Fairfax, Falls Church, Manassas and Manassas Park.

² 2005-2007 American Community Survey 3-Year Estimates

Fairfax Choral Society

Schedule of Completion

Program/Activity Name	Participating Staff/Board Members	Program Date	Location
Board Recruitment at DC Cares Events	<i>Executive Director & Board Chair</i>	September, December, March, June 2010-2011	Washington, DC
Booz Allen Hamilton Nonprofit Conference on Fundraising Development	<i>Executive Director</i>	September 23, 2011	Booz Allen Hamilton Headquarters McLean, VA
Survey of Board Education Needs	<i>All Board & Key Staff</i>	October 2011	N/A
Annual Board/Staff Retreat	<i>All Board & Key FCS Staff</i>	November 9&13, 2011	TBD – within Fairfax County
Review & update of the Strategic Plan	<i>Board & Key Staff</i>	January 2011	Packard Center Annandale, VA
Chorus Management Institute	<i>Director of Operations & Board or Staff Member</i>	January 2011	Washington, DC
Creation of a Fundraising Plan	<i>Development Consultant, Executive Director, Fundraising Committee</i>	February 2011	Packard Center Annandale, VA
Additional Board Education with consultants	<i>All Board</i>	February/March 2011	TBD – within Fairfax County
Creation of a Fundraising Plan	<i>Director of Operations, Select Board Members, Committee Leaders</i>	March/April 2011	Packard Center, Annandale, VA
Chorus America Conference	<i>Executive Director & Additional Staff Person</i>	June 2011	San Francisco, CA
Additional Board Recruitment via Boardnetusa.org	<i>Executive Director</i>	Ongoing	N/A
Additional Workshops & Seminars	<i>Key FCS Staff</i>	Ongoing	TBD

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Narrative

1. The need for FCS' artistic programs continues to expand every year. As FCS expands to meet those needs (such as adding additional education classes and another campus for the Youth Chorus), resources are being spread increasingly thin. Regardless, FCS believes that board and staff development are vital components of a thriving organization. As the organization expands, FCS has found an even greater need for more thorough education for the board and staff, but does not yet have the resources to effectively further this effort.

The proposed project is divided into two parts: board development and staff development. One of the key components of the board development portion of the project is the strategic plan. Over the past year, FCS board and staff have spent substantial time creating a strategic plan that assures all programs are properly funded and staffed. The plan has worked immensely and continues to be a guiding force for all activities.

As FCS enters the second year of the plan, it has come to the attention of both board and staff that the plan needs revision. In addition, the plan needs to be expanded to include long term goals for the organization. After the success of last year's strategic planning session, FCS did plan for a very minimal review of the plan. However, as FCS has made significant progress on more than half of the execution items listed in the plan (and as most of the plan is to be completed by the end of 2011), a minimal review will not propel the organization forward.

One component of the strategic plan was to recruit new board members based on select needs within the board. FCS has been extremely successful in this area, having already secured three new local business members; however, none of them have significant previous board experience. This has brought to the forefront the lack of board education that FCS provides. Many current board members still struggle to understand all of the responsibilities of being part of the board. This is a problem that needs to be attended to as soon as possible, but FCS does not have any additional funds to put towards this effort.

The board development portion of the project will be evaluated based upon the following criteria: 1. The further development of the strategic plan, which will include specific organizational goals and new execution goals. 2. An overall understanding of board roles by current board members as displayed by increased committee and/or financial participation. 3. Board members will become more involved in the recruitment process as well as the training of those who join the board.

FCS also believes that staff development and education is vital to the success of the organization. Each year the budget allocates some funding to this and provides staff with the time necessary to attend seminars, workshops, and conferences. In fiscal year 2011, FCS increased the amount for staff development as additional staff was hired to assist in the management of the new programs.

Chorus America provides two programs in particular that significantly develop staff members at all levels to lead choruses. The Chorus Management Institute (CMI) is typically held once or twice a year in various cities across North America and in January 2011, CMI will be held in Washington, D.C. In addition, the Chorus America Conference provides all attendees with access to leaders in the sector as well as one-on-one coaching opportunities with these individuals. The quality and specificity of the workshops and sessions at the conference are the best in the field of choral music. These two programs can provide excellent knowledge and guidance for FCS staff (both administrative and artistic); however, the organization cannot afford to send representatives to each of these programs, particularly due to the Chorus America Conference being held in San Francisco. Additional funding for staff development would make it possible to further the reach and development of the organizational structure of FCS.

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The staff development portion of the project will be evaluated based upon the following criteria: 1. The staff will begin to evaluate new programs not only on their artistic potential, but also on their budgetary, staff, and time impact. 2. Staff will have increased knowledge in marketing, communications, fundraising, and organizational management, which will be evidenced in future FCS projects. 3. Staff will have developed connections with others in the choral field, including leaders in the industry.

2. The Board Chair and Executive Director began to recognize the education struggles in Spring 2010. Over the next few months, both researched and evaluated many different programs available to educate board and staff members. After consulting with other leaders of similar choruses and researching the vast amount of professional development programs available, it was determined that Chorus America's programs (CMI and the Conference) would be the best tools for staff. Fellow chorus leaders recommended these programs due to their specific attention to the needs of choruses and individualized instruction. In addition to these programs, staff will attend specialized workshops on topics of need as they come available (such as the Booz Allen Hamilton Nonprofit Conference on Fundraising Development in September 2010). FCS also determined that the organization needed additional expertise in creating a fundraising plan, and was able to secure the Director of Development for Chorus America Catherine Dehoney as a consultant (through an auction purchase at a very discounted rate).

It was also determined that the varying levels of education needed within the board were more suited to being addressed by a consultant than by a series of classes. FCS immediately approached one of the consultants that had guided the creation of its initial strategic plan in Sept. 2009, who agreed that additional consultation would greatly benefit the organization. Consultant Katherine Gekker and the Board Chair determined that, based on their previous experience with nonprofit boards, a survey would be conducted to determine exactly what education was lacking. The results of that survey will help to shape the planned retreat for November 2010. The other half of the retreat will be focused on further developing the strategic goals of the organization. Following the retreat, the consultant will attend three additional board meetings to continue the education of the board as well as assist in the development of execution goals within the strategic plan.

FCS will be looking to achieve the following milestones through this project: 1. The development of a fundraising plan, 2. The development of a marketing plan, 3. The creation of a strategic plan that will include specific execution goals, and 4. Increased board participation in committees and at events. The development consultant Catherine Dehoney, the fundraising committee, and the Executive Director will be responsible for developing a fundraising plan. This plan will be used to further fundraising for the remainder of the year (upon anticipated completion in February 2011), as well as put forth a plan to be used in the 50th season and beyond. The Director of Operations and the Marketing Committee will be responsible for developing a marketing plan that will be developed through this year and then used and consulted in the 50th season and beyond. The Board Chair, Executive Director, and consultant Katherine Gekker will be responsible for developing a full strategic plan within one board meeting of the November retreat, and for completing execution goals by the third board meeting that the consultant attends. Board Chair Lyn Hainge will be responsible for monitoring the education of board members. FCS will declare success in this area if all board members have joined committees and/or contributed to the organization by February 2011.

3. Chorus America selects top professionals in the choral music field for all of their programs, including CMI and the Conference. Please see the full list of CMI faculty with small biographies in the attached supplemental materials.

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Consultant Katherine Gekker is the former owner of The Huffman Press. She founded the company in 1974 at the age of 24 and sold it in 2005. During that 30-year period, she was responsible for all aspects of business, from strategic planning to day-to-day operations. Under her stewardship, the company grew to more than 15 employees and more than \$1.2 million in annual sales. During the past 34 years, she has served on numerous boards and helped organizations implement strategic changes, mergers and acquisitions, and leadership transitions.

Consultant Catherine Dehoney joined the Chorus America staff as Director of Development in 2000 and, after a hiatus with other related organizations, continues in that role today. Previously, Ms. Dehoney was Senior Director of Development at Gallaudet University. During her nine-year tenure at Gallaudet, she served as a member of the President's Management Team and the Institutional Advancement Team. Her other experience includes capital campaign management for a large Northern Virginia church, development consulting for a variety of arts nonprofits, and fundraising positions at the League of American Orchestras, the Council for Advancement and Support of Education, and the Friends of the John F. Kennedy Center for the Performing Arts.

4. These grant funds will improve and sustain the organization in new ways as FCS takes significant steps in moving toward greater organizational and financial stability. By educating the leaders of the organization, FCS will become equipped with the tools necessary to take the organization to the next level. FCS has expanded significantly in its 49 years, and will continue to do so to fill the needs of the community. To continue to thrive and create new programming, FCS must take appropriate measures to create strategic goals and educate the organization. These grant funds will give FCS the means to create a strong foundation for all outstanding artistic programs to come.

5. This project will have extremely positive effects on our artistic programming. By further developing the board, staff, and strategic vision of the organization, FCS will be creating the structure for artistic programs to flourish. These training programs will develop skills in fundraising, marketing, communication, and organizational management. This will result in many benefits, including increased funding for programs, more exposure through marketing, seamless education programming through increased organizational communication, and an increase of programs that FCS is able to offer due to improved organizational management.

6. As FCS approaches its 50th Anniversary next year, the organization is taking significant steps to ensure that it will continue to serve the community for the next fifty years. Although the need for additional programs has the organization growing at a fairly rapid pace, ensuring that the organization is properly staffed and guided (by an effective board of directors) is absolutely vital to its success. A key component is ensuring that all those within the organization are properly educated and have continuous opportunities to advance their knowledge. FCS has begun to budget for these expenses and will continue to do so in the years to come. As the organization embarks on another fifty years of greatness, properly preparing the board and staff to take on this challenge is absolutely necessary at this time.

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Organization Name FAIRFAX CHORAL SOCIETY

Project Dates SEPTEMBER 2010 to JUNE 2011

EXPENSES	Applicant	Arts Council	Total Expenses
Personnel			
Administrative staff salary & benefits	\$6,670	\$0	\$6,670 (1)
Artistic staff salary & benefits			
Technical/Production staff salary & benefits			
Contract: Consultants	\$550 (2)	\$1,200 (3)	\$1,750
Contract: other _____			
<i>Sub-total Personnel</i>	\$7,220	\$1,200	\$8,420
Other			
Rental: rehearsal & performance			
Advertising & Promotions			
Travel	\$500 (4)	\$500 (5)	\$1,000
Other: Staff Conferences & Training	\$500 (4)	\$760 (5)	\$1,260
Other: _____			
<i>Sub-total Other</i>	\$1,000	\$1,260	\$2,260
TOTAL EXPENSES	\$8,220	\$2,460	\$10,680
REVENUES	Applicant		
Earned Income		Do not write in this area.	
Tickets/Admissions	\$2,000		
Contract Services			
Performance Fees			
Other: Dues & Tuition	\$4,000		
<i>Sub-total Earned</i>	\$6,000		
Contributed/Unearned			
Individuals	\$2,000		
Corporations			
Foundations			
Federal			
State (VCA and/or line item)	\$220		
Local (Arts Council or other)			
<i>Sub-total Contributed/Unearned</i>	\$2,220		
TOTAL REVENUES	\$8,220		
TOTAL REVENUES	\$8,220		
GRANT REQUEST	\$2,460		
TOTAL INCOME (must equal TOTAL EXPENSES)	\$10,680		

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BUDGET NARRATIVE

The item reference numbers as displayed above are explained below:

- (1) One fourth of the Executive Director's Annual Salary is dedicated to Board & Staff Development. This includes recruitment of board members, board member relations, board meeting preparation, as well as board and staff education. We estimate that carrying out this extensive board and staff development plan will consume about 65% of the allotted time as quoted at \$6,670.
- (2) This \$750 includes the Development Consultant that was secured via a silent auction (at the reduced rate of \$250 for 4 hours of consultation which would typically be \$600) as well a \$200 fee that would be spent on a consultant for our annual Board Retreat. The \$200 would only cover a minimal consultation with a consultant for the Board Retreat and would likely not allow for any follow-up consultations or any in-depth board education.
- (3) The \$1,200 requested from the Arts Council is to secure the consultant for a full day as well as consultations at three other board meetings.
- (4) FCS annually allocates some funds for staff development. This year, this amount will be primarily used to send the Executive Director to the annual Chorus America Conference. The conference location was unknown at the time of budgeting and due to it being held in San Francisco, FCS will only be able to afford to send one staff person without additional assistance. FCS anticipates securing a flight and lodging for about \$500 for the conference (which is what is listed in "Travel" above) and a conference registration of approximately \$450. It will also severely limit the other staff members from pursuing and taking advantage of other professional development opportunities (as only \$50 will be left in the budget for all other opportunities).
- (5) The request from the Arts Council will be used in two parts. The \$260 will be used to send two representatives to the Chorus Management Institute held in Washington, DC. This Institute is held all over the country, and has only been held in the area a couple of times. FCS intends to take advantage of its close proximity to save on travel and lodging costs and send at least one administrative staff member, and an additional FCS representative (board or staff member). The \$1,000 will be used to send an additional staff person to the Chorus America Conference in San Francisco. As there are many useful sessions during the Conference, having only one attendee significantly limits the scope of what can be attended and the connections that can be made.

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KEY BOARD MEMBERS & STAFF

Lyn S. Hainge, M.S.

Assistant Division Chief
Arlington Department of Human Services, Health Division
Chairman of the Board

Roberta Munro, MBA

Board Treasurer

Douglas Mears, Ph.D.

Artistic Director

Patrick F. Vaughn

Director of Youth Choruses

Caroline D. Crocker

Director of Youth Education

Christi Esterly Schwarten

Executive Director

Paul Cohen

Director of Operations

Katherine Gekker

Consultant

Catherine Dehoney

Consultant

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Lyn S. Hainge

4869 South 28th Street
Arlington, VA 22206

703-933-1083 (home) or (703) 477-3387 (cell) or lsh1@comcast.net

Assistant Division Chief, Health Division,

Arlington County Department of Human Services: (March, 2009 – present)

- Chief Operating Officer of County Health Department
- Responsible for 200 staff and \$16 million budget
- Supervise all operations, staffing and facilities
- Oversee compliance with government regulations
- Work closely with Health Director, Department officials on strategic issues

Executive Director, Campbell Hoffman Foundation: McLean, Virginia (2007 – Feb. 2009)

- Executive Officer of philanthropy focused on improving access to health care for the low income un- and under-insured in Northern Virginia.
- Supervise operations, grant-making and investments.
- Participate in local, regional and state funder collaboratives.
- Facilitate strategic planning efforts for selected local projects.

Program Director, Healthy Communities Access Program: Inova Health System, Falls Church, VA (2005-2007)

- Managed 2.4 million dollar, two year HRSA-funded initiative to improve health care access and delivery to the un- and under-insured in Alexandria, VA.
- Successfully brought extremely diverse partners together (including Inova Health System, Tenants and Workers United, George Mason University, Alexandria Health Department, Carpenter's Shelter and Arlandria Health Center) to design new systems and better integrate services.
- Supervised business process and systems analysis to expand shared eligibility database for target population.
- Initiated physician-led specialty care referral system.
- Formulated and managed reporting system for statewide pilot program to claim reimbursement for interpretation and translation services for some Medicaid patients.

Executive Director, Northern Virginia Area Health Education Center (AHEC): Alexandria, VA (1996-2005)

- As founding Chief Executive Officer, led AHEC to local, state and national recognition for rate of growth, leadership and quality of programming.
- Designed and implemented formal and informal needs assessments and strategic plans.
- Created multi-faceted funding base, increasing budget ten-fold in five years by generating federal, private foundation and corporate grants, fees-for-service and donations. Managed complex \$950,000 budget with 30+ funding streams. Supervised six FTE's and 100 independent contractors.
- Created and implemented cultural competence training programs for health care providers Established Northern Virginia's first community-based healthcare interpreter

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service. Consultant to healthcare providers on implementation of National Standards for Culturally and Linguistically Appropriate Services.

- Collaborated with the Inova Health System, Robert Wood Johnson Foundation, Virginia's Secretary of Health and Human Resources, Virginia Department of Health, Virginia Community Healthcare Association and the Virginia Department of Medical Assistance Services on multiple health care workforce projects.
- Successfully advocated for AHEC funding at the state level.

Consultant: strategic planning and development: Northern Virginia area. (1989-96).

Contracted with not-for-profit health care organizations to develop strategic plans and increase funding base. For example:

- Managed "Save the Arlandria Clinic" campaign, resulting in public-private partnership and \$300,000 to keep this bilingual, bi-cultural health clinic open after close of initial Federal demonstration funding. Led campaign members from loosely organized committee to incorporation and 501c3 status as Alexandria Neighborhood Health Services, Inc. This clinic, also known as the Arlandria Health Center, has now grown to include three sites and has become Northern Virginia's first Federally Qualified Health Center.
- Implemented first major fundraising event, "Imagine," for Northern Virginia AIDS Ministry (NOVAM). Net proceeds the first year were \$6,000. "Imagine" now raises over \$100,000 annually
- Worked with public officials and local media to increase visibility of clients

Assistant Administrator/Development & Community Relations, Hospice of Northern Virginia (now Capital Hospice): Arlington, VA (1984-1989)

- Member of senior management team.
- Managed multi-stream development program raising more than one million dollars annually.
- Supervised volunteer program averaging 400 active members
- Supervised nationally recognized education and consultation service.
- Managed all aspects of community outreach, including media relations, creation and production of all printed materials, and special events.

EDUCATION

- MS, Health Systems Management: George Mason University, Fairfax, VA
- BA, Psychology: Allegheny College, Meadville, PA

PROFESSIONAL AFFILIATIONS, COMMUNITY SERVICE

- Washington Regional Area Grantmakers, 2007-2009
- Northern Virginia Family Service, Board of Directors, 2003-04
- National AHEC Organization, Board of Directors, 1999-2000
- Alexandria Neighborhood Health Services, Inc., (original) Board of Directors, 1996-97
- Northern Virginia AIDS Ministry (NOVAM), Board of Directors, 1993-96; President, 1994-96
- Fairfax Choral Society,
Singer, 2007- present; Board of Directors, 2007 – present; Chairman, 2008

ROBERTA MUNRO

430 West Street NW
Vienna, VA 22180
703-255-0652
remunro2@aol.com

WORK EXPERIENCE:

PIANO TEACHER, Vienna, VA **1998 – present**

Instruct students, ages 6 – adult, in classical piano and music theory.
Member of the Northern Virginia Music Teachers Association

UNION BANK, Los Angeles, CA **1988 – 1990**
Assistant Vice President

Corporate account officer for Fortune 500 companies in Southern California. Direct responsibilities included:

- Marketing of bank products and the preparation of competitive bids on bank services, including capital markets instruments, trade finance, credit and cash management, to existing and prospective clients
- Financial analysis of corporate statements, project budgets and earnings projections
- Presentation of risk analysis reports and recommendations to the bank credit committee
- Setting up and maintaining \$176 million in credit facilities
- Brought in over \$450,000 in fee income to the bank over a two-year period
- Sole signing authority up to \$250,000

BANK OF NEW YORK, New York, NY **1985 – 1988**
Corporate Bank Officer– Worldwide Corporate Group

Member of a team responsible for marketing and relationship development with Fortune 500 companies in the New England area. Provided reports to senior team members on earnings and net worth analysis and projections, stock price calculations, cash flow analysis and projections, cost of capital and return on investment calculations.

EDUCATION:

NEW YORK UNIVERSITY **June 1985**
MBA – Major: Finance/International Business **GPA: 3.9/4.0**

QUEENS COLLEGE, New York **June 1978**
Bachelor of Arts – Major: Music
Honors: Magna cum laude, Phi Beta Kappa, Pi Kappa Lambda

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VOLUNTEER WORK:

Fairfax Choral Society, Fairfax, VA

2008 – present

Treasurer – Board of Directors

Finance Manager

Responsible for the financial oversight of the organization. Over the past year, I have overhauled the bookkeeping and shifted FCS to accrual accounting in order to insure that all transactions are reflected in our financial statements in a timely and accurate manner. Also responsible for working with the Finance Committee in the preparation and quarterly update of our annual budget, and the review of our tax reporting.

Member of the organization since the year 2000.

Wolftrap Elementary School, Vienna, VA

1997 – 2002

Chairman – Cultural Arts Committee

Responsible for bringing in programs to provide cultural enrichment for the entire school body. Oversaw a budget of \$13,000.

Languages Spoken: English, German

Experience

Artistic Director

1991-present, Fairfax Choral Society, Annandale, Virginia

- Conductor of 130-voice Adult Chorus
- Supervisor of 150-voice Youth Chorus Division

Director of Music

1986-1989, 1992-present, Fourth Presbyterian Church, Bethesda, Maryland

- Conductor of Sanctuary Choir and 4-in-hand Bell Choir

Supervisor of eight other ensembles including children's, youth, and handbell choirs, and church orchestra

Education

The Juilliard School, New York, New York

1972-1976

- Bachelor of Music and Master of Music Degrees
- Organ performance student of Vernon deTar

Conservatoire Américain, Fontainebleau, France

1976

- Certificate in Organ, Composition, and Solfège
- Student of Nadia Boulanger

Catholic University of America, Washington, DC

1978-1980

- Doctor of Musical Arts Degree
- Organ performance student of William Watkins

Eastman School of Music, Rochester, New York

1989-1991

- Doctor of Musical Arts Degree
- Choral Conducting Student of Donald Neuen

Other

Published composer/arranger of works for choir, organ, and handbells

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PATRICK F. VAUGHN
6931 Columbia Pike
Annandale, Virginia 22003
(703) 992-6628
pfvaughn@gmail.com

EDUCATION

August, 1986 – May, 1991

Bachelor of Music Education

Baylor University, Waco, Texas

Vocal/Choral Emphasis, All-Level Teacher Certification (K-12)

EMPLOYMENT HISTORY

September, 2004 – Present

Director of Music Ministries

Annandale United Methodist Church, Annandale, Virginia

Direct, lead and coordinate children, youth and adult music programs and ensembles

June, 2000 – August, 2004

Director of Music Ministries

First United Methodist Church, Dothan, Alabama

Direct, lead and coordinate children, youth and adult music programs and ensembles for over 400 participants

June, 1993 – June, 2000

Associate Director of Music and Worship, Director of Youth Ministries

First United Methodist Church, Woodway, Texas

Led and programmed all facets of the youth ministry, including an active MYF of over 40 students and a 30+ voice Youth Choir (New Dimension)

August, 1992 – May, 2000

Director of Choral Activities, Associate Director of Choral Activities

Midway High School, Waco, Texas (9th – 12th)

Taught and led program of over 400 students in choral technique, ensemble and performance

August, 1991 – May, 1996

Director of Choirs

Midway Middle School, Waco, Texas (7th, 8th)

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Taught and led program of 300 students in theory, ear-training, rehearsal and performance

PROFESSIONAL EXPERIENCE

July, 2005 – Present

Director of Youth Choruses, Fairfax Choral Society

Oversee comprehensive program of 175+ students in five ensembles ages K-12 in theory, rehearsal and performance. Conduct the Master Singers and the Concert Singers.

October, 2005 – Present

Co-Founder/Artistic Director, Brethren

Lead and coordinate rehearsals for 24-voice auditioned men's ensemble and provide performance opportunities throughout the nation

June, 2003 – August, 2004

Conductor/Artistic Director, Music South Symphony Orchestra & Music South Chamber Orchestra

Program and conduct three to four orchestral concerts a year with community players made up of music school college faculty, professional instrumentalists and local public music teachers

May, 2003 – Present

Artistic Director/Founder, Prima Voce

Lead and coordinate rehearsals for 20-voice auditioned chamber ensemble and provide performance opportunities throughout the community

June, 2001 – August, 2004

Conductor, Southeastern Chorale

Lead and coordinate rehearsals for 65-voice volunteer community choir who perform concerts periodically throughout the year and are the core of the Holiday concert given with the Music South Symphony Orchestra each December

September, 1998 – May, 2000

Artistic Director

Waco Boy's Choir

Led and coordinated rehearsals for 40-voice community boys choir and provided performance opportunities in both civic concerts and festival competitions

September, 1991 – Present

Voice Instructor

Offer private lessons and instruction to students and adults in all stages of vocal development and growth

ACHIEVEMENTS AND AWARDS

Who's Who in America – 2006, 2007

Teacher of the Year-Midway ISD – 2000

PTA Life Membership – 2000

Who's Who Among American High School Teachers – '96, '97, '98, '99, 2000

Distinguished Choral Educator Award-American Classic Festivals – 1999

Director of the Midway Men's Chorus –Texas Music Educators Honor Choir – 1998

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Caroline Desmond Crocker

8410 Thompson Rd – Annandale, VA 22003 – (202)368-9316
ccrocker@fairfaxchoralsociety.org

Education

M.A. Music Education	(expected graduation)	2009
- University of St. Thomas, St. Paul, MN		
- <i>completed all coursework, received “High Pass” on Oral Examination, Thesis currently in process</i>		
Kodály Certificate (levels I, II, and III)		2002
- James Madison University, Harrisonburg, VA		
B.A. Music Education		2001
- James Madison University, Harrisonburg, VA		

Career History

Fairfax Choral Society, Fairfax, VA		2007-2008
Managing Director		
- Began recruitment campaign, visiting 15 schools in Fairfax County		
- Organized files and spreadsheets in main office		
- Worked with Executive Director to define program goals		
- Updated website		
- Maintained close communications with parents and staff		
- Researched grant-writing opportunities and corporate sponsors		
- Maintained/Updated Excel spreadsheets, Mass email lists		
Fairfax Choral Society, Fairfax, VA		2005-present
Conductor, Treble and Da Capo Singers		
- Conducted weekly rehearsals, selected repertoire, planned concert series with Director of Youth Choruses		
- Implemented beginning level Musicianship classes for Da Capo Singers		
- Implemented Advanced Musicianship classes for Treble Singers		
- Increased size of choirs by over 50%		
- Accepted invitations to perform at Jamestown, VA 400 th Anniversary Celebration, RFK Stadium, Carnegie Hall		
Children’s Chorus of Maryland		2006-2007
Musicianship Teacher – Beginner III, Intermediate I		
- Planned twice-weekly lessons incorporating advanced musicianship learning		
- Implemented two Skills Checks, graded and evaluated all students		
- Assisted in choir rehearsals by conducting, accompanying on flute as needed		
Laurel Program Director		
- Began successful satellite choir in Laurel		
- Planned twice-weekly lessons for Beginner I and Intermediate I students		
- Rehearsed choir twice-weekly		
- Maintained communication between Laurel and Towson offices		
- Performed a “Spring Informance” – demonstrated to community students skills learned		

Fairfax Choral Society

- Implemented two Skills Checks, graded and evaluated all students
Daniels Run Elementary School, Fairfax, VA 2001-
2005

General Music and Choir Specialist

- Taught General Music two 450 students twice/thrice weekly
- Taught Choir for 5th/6th graders weekly
- Began select after-school choir that sang in Fairfax community
- Worked with second general music specialist to develop full-school comprehensive music curriculum based on Standards of Learning and Kodály Philosophy of Music Education
- Conducted bi-annual choral concerts for parents, school, and community

Professionalism

Guest Conductor

- Virginia Beach Elementary Choral Festival March 2009
- James Madison University Children's Choir Camp July 2007
- Harrisonburg City Elementary Choir Festival April 2007
- VMEA All-State Elementary Choir Festival March 2007
- TRIKE (Ohio) Choral Festival March 2007

Clinician

- VMEA Elementary Choral Reading Session Nov. 2006
- Harrisonburg City Elementary Workshop April 2007
- VOKE Winter Workshop Feb. 2007
- VOKE Winter Workshop Feb. 2006
- FCPS Fall Workshop Nov. 2004

Publications

- Eastern Expressions (Kodaly Music Educators Magazine) Spring 2008
 - *"Implementing Musicianship Classes in the Choral Setting"*
- Kodaly Envoy Winter 2006
 - *"Musicianship in the Choral Classroom"*
- Kodaly Envoy (quarterly column) Spring 2005 – Fall

07

Affiliations

- American Choral Directors Association (ACDA)
- Music Educators National Conference (MENC)
- Organization of American Kodály Educators (OAKE)
 - National Board Member – *Eastern Division Representative, 2006-present*
- Virginia Organization of Kodály Educators (VOKE)
 - *President, 2003-2005*
 - *Past President, 2005-present*

Fairfax Choral Society

Christi Esterly Schwarten
7116 Village Dr. Annandale, VA 22003
703-919-5229 cmes21@gmail.com

Education

MAA *Arts Administration* The University of Akron GPA: 4.0
Thesis Project: Planning and Executing a Student Matinee at The University of Akron
Coursework Completed May 2008 Thesis Completion Anticipated Summer 2011

BA Majors: *Theatre & Political Science* Baldwin-Wallace College GPA: 3.5
Minors: *Music & Writing* May 2006

Experience

Executive Director ***Fairfax Choral Society*** ***June 2008 - Present***

- Manage day-to-day operations, administer organization development plan, coordinate events, oversee administrative staff, and provide support to all choruses, artistic staff, and the Board of Directors.
- Same role under title Managing Director (June 2008-Sept. 2009)

Graduate Assistant ***School of Dance, Theatre, & Arts Admin.*** ***2007-2008***
The University of Akron

- Create all marketing and production materials for University productions including programs, posters, and study guides. Serving as Media Coordinator for all productions and Project Coordinator for spring production.

Promotions Coordinator Intern ***Downtown Akron Partnership*** ***June-Dec. 2007***

- Create and Execute First Night Akron Kids Club including brochures, materials, promotions, community programs, and other First Night/Large Scale Events related activities

Graduate Assistant ***Myers School of Art – The University of Akron*** ***2006 – 2007***

- Provide support to Director of the art gallery and Budget Administrator of the School of Art, create new databases and documents, and assist in grant and exhibit preparation.

Educator ***Weathervane Playhouse/Harris Elementary School*** ***Jan.-April 2007***

- Teach kindergarten students drama skills and principals, introduce students to theatre for the first time, create materials for teaching, and create an exciting learning atmosphere

Education Intern ***Asolo Repertory Theatre*** ***Summer 2006***

- Responsibilities include active participation in Kaleidoscope Program with mentally and physically disabled teens and adults, creating materials for the theatrical season, and participation in Camp Asolo for teens.

Fairfax Choral Society

Professor's Assistant & Office Assistant **Dr. Willard Lutz** **2003 – 2006**
Business Administration – Baldwin-Wallace College

- Responsibilities included data processing, international correspondence, organizing promotional events, managing an office and assisting in the development of educational and professional materials for marketing and advertising.

Youth Intern **Hampton Presbyterian Church** **Summer 2003**

- Created programs and events that educate middle school students as well as mentoring the students. Responsibilities also included correspondence and office management.

Select Volunteer Experience and Activities

Emerging Arts Leaders DC Steering Committee **June 2010-present**

- Serving as a steering committee member to provide quality social and professional development opportunities for emerging arts leaders in the greater Washington region

Alexandria Commission for the Arts, VA **January 2009-present**

- Serving as a grants review panelist

Arts & Humanities Council of Montgomery County, MD **November 2009**

- Served as a grants review panelist for small arts organizations

Circle K International **Baldwin-Wallace College/University of Akron** **2002-2008**

- Serving in a variety of leadership roles, planning large scale events, and creating publications. Creating public relations and marketing materials, and overseeing operations of five organizations at five separate colleges.

Students for Environmental Awareness **Baldwin-Wallace College** **2003-2006**

- Held various leadership positions, planned and executed a community-wide large scale event and raised awareness of environmental issues facing campus

Audience Development The Laramie Project **Baldwin-Wallace College** **2005-2006**

- Researched and encouraged community groups and leaders to attend performances. Created a diverse audience for each performance.

Honors & Associations

Alpha Lambda Honors Society
National Dean's List & Scholarship
Laurels Honors Society
Pi Sigma Alpha
Ohio District Circle K Oratorical Award

Pi Gamma Mu
Society of Distinguished Collegians
Circle K Service Recognition Award
Kiwanis Family Achievement Award
Circle K International Scholarship

Paul Cohen

FAIRFAX, VA • 585.329.1814 • pcohen12@gmail.com

EXPERIENCE

- **Messiah College, Music Department Accompanist 2005-2009**
Accompanied ensembles and individuals in countless performances, events, and recitals.
- **Messiah College, Department of Theater Music Director Spring 2009**
Music directed, pit directed, and served as rehearsal pianist and pit keyboardist in Messiah College's production of The Spitfire Grill.
- **Messiah College, College Ministries staff 2007-2009**
Set up equipment for campus-wide chapels, assisted in music selection and arranging, and performed regularly in various capacities on chapel worship teams.
- **Messiah College, New Light member and sound technician Summer/Fall 2008**
Sang, played piano and guitar, and handled all things technical in New Light, Messiah College's select 7-member touring music ministry group.
- **Offshore Entertainment Group, Artist Manager Fall/Winter 2007**
Advised and directed three artists in all matters pertaining to their careers in the entertainment industry, including the selection of musical and artistic material, publicity, contractual agreements, performances, and studio production.
- **450 Records, Engineer Fall/Winter 2007**
Recorded, mixed, and mastered numerous tracks with a HD3 Pro Tools system.

EDUCATION

- **Messiah College (Harrisburg, PA) 2005-2009**
B.A. in Music with Honors (emphasis in Commercial Music and Piano)
Recipient, 2008 Presser's Foundation Award - given to one senior music major each year
Winner, 2009 Kuhlman Competition – a department-wide performance competition
3.89 GPA
- **Berklee College of Music (online) 2006-2008**
Master Certificate in Music Business and Technology
A rigorous 10-course program covering topics from music publishing to entertainment law to computer music production.
- **Contemporary Music Center (Martha's Vineyard, MA) Fall/Winter 2007**
An invitation-only community of aspiring musicians and music executives. Gained significant hands-on experience in many aspects of the music industry, including A&R, marketing, artist management, studio production, and concert promotion.
- **Eastman School of Music (Rochester, NY) 1999-2005**
Went through the Community Music School's 6-year Preparatory Diploma program involving private studio lessons, participation in ensembles, and studies in music theory and history. Graduated with a Diploma in Piano, Diploma in Trumpet, and Diploma in Theory with honors.

SKILLS

Good sight-reader; also comfortable playing by ear. Besides formal studies in classical piano, jazz piano, trumpet, conducting, and composition, I also play guitar, bass, drums, and the vocal folds (bass-baritone).

Very knowledgeable in music production, audio equipment, and live sound. Computer- and website-savvy. Good oral and written communication skills.

Katherine Gekker

Areas of Expertise

Strategic planning; leadership training; all aspects of business management, implementation, and analysis; workflow improvements; program analysis, development, and implementation

Professional Experience

Present. Nonprofit management consulting. Developed key strategic initiative for a Virginia foundation's work with educational institutions, created and implemented plan.

2005 – 2007. Consultant, Fannon Fine Printing

1974 – 2005. Founder and Owner, The Huffman Press, Alexandria, Virginia

Education

1985. Graduate, Printing Industries of America Executive Development Program

1973. M.A., University of Virginia. English.

1972. B.A., with honors, University of Virginia. English.

Awards and Honors

Upcoming 2008. Virginia Printing Hall of Fame induction.

1997. The Wallace Stettinius "Educator of the Year" Award, Printing Industries of Virginia

1997. National Association of Printers and Lithographers' Walter F. Soderstrom Society Induction

Publications

2007, The Northern Virginia Review

2006, The Northern Virginia Review

2005. "...to cast a shadow again," text by Katherine Gekker, music by Eric Ewazen. Southern Music Company

1997. "...to cast a shadow again," text by Katherine Gekker, music by Eric Ewazen. Chamber Music of Eric Ewazen, Well Tempered Productions

Fairfax Choral Society

1991-1992. Monthly columnist, Print and Graphics. Topics included leadership, growth, contemplation, ego, and lessons of business ownership.

Speech and Seminar Highlights

Develop and deliver numerous speeches and trainings to industry groups, high schools, colleges, boards, and businesses. Topics include leadership, marketing, time management, corporate finances, goal setting, benchmarking, how to plan for change and the future, and how to develop mission and vision statements.

Board/Community Service

Upcoming 2008, UVA Jefferson Scholars Regional Selection Committee

2006 – present. Alexandria Rotary Club, Assistant Secretary for Membership.

2001 – present. Vice Chairman, Northern Virginia Community College Communication Design Advisory Committee

1998. Judge, Virginia state championship, printing, Vocational Clubs of America

1997 – 1998. Chairman, Executive Development Program, Printing Industries of America

1996. Chairman, Printing Industries of Virginia

1989 – 1997. Alexandria Hospital Board of Directors

1989 – 1997. Alexandria Health Services Corporation Board of Directors

1983. Alexandria Red Cross. Procured entertainment for Alexandria Waterfront Festival

1982 – 1983. Board of Directors, National Association of Women Business Owners, Capital Area Chapter

Professional Memberships

American Business Women's Association, Capital Express Network

Rotary Club of Alexandria

Executive Women's Roundtable

American Society of Composers, Authors and Publishers (ASCAP)

Women Presidents Organization (2003 – 2005)

Catherine Dehoney

Experience

<u>Director of Development</u>	Chorus America	2009 – Present
<u>Consultant</u>	Development Consulting	2005 – Present
<u>Capital Campaign Director</u>	Vienna Presbyterian Church	2005 – 2008
<u>Director of Development</u>	Chorus America	2000 – 2005
<u>Director of Development</u>	Gallaudet University	1991 – 2000

Education

The College of William and Mary 1979 – 1983

BA Music, Sociology

SUPPLEMENTAL MATERIALS

FCS Promotional Video created as part of the strategic plan with the George Mason University Film & Video Studies Department

1. Season brochure 2010-2011
2. Strategic Plan including the execution goals
3. Chorus America Chorus Management Institute (CMI) Faculty List with Biographies
4. Collection of quotations from singers, parents, audience members, and guest artists