

# PATRICK A. KELSEY, MBA, MFA

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## PROFESSIONAL PROFILE

- ◆ Accomplished career demonstrating consistent success as a professional Arts Administrator and Educator.
- ◆ Recognized as a professional for developing an entrepreneurial and highly creative approach towards strategy, planning, institutional growth, marketing, fundraising, community relations, and problem solving.
- ◆ Recognized as an effective educator of arts administration connecting theory to real-world application.
- ◆ Professional experience includes commercial, not-for-profit, and educational theatre with skills in both presenting and producing.
- ◆ An energetic, collaborative, and team-oriented leader who is focused, diligent, hard working, and committed to personal and professional excellence.

## EDUCATION

**MASTER OF BUSINESS ADMINISTRATION** – General Management 2005  
**Nyack College**, New York, NY  
Thesis: *Theft Of Shareholder Wealth: The Fiduciary's Responsibility To Human Capital Investment*

**MASTER OF FINE ARTS** – Theatre Management and Producing 1999  
**Columbia University**, New York, NY  
Thesis: *Beyond The Great White Way: American Commercial Theatre in Mexico and South America*

**BACHELOR OF SCIENCE** – Entrepreneurship and Small Business Management, Technical Theatre 1994  
**Ball State University**, Muncie, IN  
Small Business New Venture Plan Capstone Project: *The Illustre Theatre*

## PROFESSIONAL DEVELOPMENT

Arts & Business Council Of New York: *National Arts Marketing Project Certificate*; Commercial Theatre Institute (14-week program); The Foundation Center: *Introduction to Corporate Giving, Introduction to Fundraising Planning, Grant Seeking Basics, Proposal Writing, Budgeting Basics*; Non-Profit Coordinating Committee: *Non-profit Governance*; FEMA - National Emergency Training Center: *Emergency Program Manager, Emergency Preparedness (USA), The Professional in Emergency Management, Introduction to Mitigation, Anticipating Hazardous Weather & Community Risk, Developing and Managing Volunteers*; National Fire Academy: *Emergency Response to Terrorism*; American Management Association: *Improving the Managerial Skills of the New or Prospective Manager*

## MEMBERSHIP AFFILIATIONS

Association of Arts Administration Educators, American for the Arts

## ACADEMIC AWARDS, HONORS, AND RECOGNITION

Nyack College: Dean's MBA Scholarship Award, MBA Graduate Scholarship; Columbia University: Shubert Presidential Scholarship, Hammerstein Center Departmental Research Assistantship; Ball State University: Ernst & Young Outstanding New Venture Plan - *The Illustre Theatre*, Meritous Scene Design Award - *The Fourth Chair*, Kennedy Center/American College Theatre Festival; Upperclassman Theatre Scholarships, William Givens/First Merchants Bank Scholarship, Department of Theatre and Dance Performance Scholarship, George Vanlandingham/Junto Club Scholarship

## PRESENTATIONS AND PUBLICATIONS

Association of Arts Administration Educators 2011 Annual Conference Panelist *Serving From The Ivory Tower: Redirecting The Conversation* (Co-Panelists: Dr. Antonio Culyer, Barbara Hauptman, Purchase College)

## ACADEMIC/TEACHING EXPERIENCE

**SAVANNAH COLLEGE OF ART AND DESIGN**, Savannah, GA 2011 – Present  
**Professor**

- ◆ Teach *Principles of Arts Administration, Promoting the Arts, Raising Funds in the Arts, Legal Issues in the Arts, Legal Issues in Arts and Entertainment, and Arts Administration Master of Arts Thesis* to undergraduate and graduate students. Instruction is in the classroom and/or online.
- ◆ Responsibilities include serving as thesis committee chair or committee member of graduate student research projects, graduate advising, coordinating Alumni networking efforts, liaison with local organizations to identify internship, work-study, and research project opportunities, reviewing admission applications, portfolio review, program or course revisions, and program advancement.

**NYACK COLLEGE**, New York, NY 2005 – 2006  
**Adjunct Instructor**

- ◆ Taught *Business Ethics, Mass Media and Society, Ethics in Mass Communication, Business Policy and Strategic Management* to undergraduate students.

**CLEAR CHANNEL ENTERTAINMENT - THEATRICAL**, New York, NY 1998 – 2001  
**Lecturer/Trainer**

- ◆ As Director of Operations, responsible for traveling to satellite offices throughout North America presenting operational topics, including, but not limited to, contracts, liaison with productions, settlements, and accounting/auditing procedures.
- ◆ Taught staff with varying backgrounds on the proper usage of propriety software and other tools.

**BALL STATE UNIVERSITY**, Muncie, IN 1993  
**Teaching Assistant - Department of Theatre and Dance**

- ◆ Responsible for supplementing *Theatre Management* course with relevant instructional materials for classroom discussions, presenting various theatre management topics, and assisting Professor Dr. Mark Hillenbrand with other duties as required.

## COURSES TAUGHT

### Undergraduate

- ◆ *Business Ethics*
- ◆ *Business Policy and Strategic Management*
- ◆ *Ethics in Mass Communication*
- ◆ *Legal Issues in Arts and Entertainment*
- ◆ *Mass Media and Society*

### Graduate

- ◆ *Arts Administration Master of Arts Thesis*
- ◆ *Arts Financial Management (Winter 2012)*
- ◆ *Legal Issues in the Arts*
- ◆ *Principles of Arts Administration*
- ◆ *Promoting the Arts*
- ◆ *Raising Funds in the Arts*

## AREAS OF PROFESSIONAL EXPERTISE

- ◆ Accounting Systems and Administration
- ◆ Audience Development
- ◆ Budget Development and Administration
- ◆ Capital Campaign Management
- ◆ Contract Negotiation and Formation
- ◆ Development and Fundraising
- ◆ Emergency Planning and Management
- ◆ Facilities Operation and Maintenance
- ◆ Financial Analysis, Forecasting, and Auditing
- ◆ Grant and Proposal Writing
- ◆ Human Resource and Administration
- ◆ Information Technology and Management
- ◆ Marketing, Public Relations, and Branding
- ◆ Production and Presenting Management
- ◆ Project and Event Management
- ◆ Strategic Planning
- ◆ Systems Development and Implementation
- ◆ Website Design and Maintenance

## PROFESSIONAL EXPERIENCE

**THE IRISH REPERTORY THEATRE**, New York, NY

2004 – 2010

### **Development Director** (2008 – 2010)

- ◆ Responsible for all fundraising activities (\$2.3 million budget) of the 501(c)(3) organization where contributed unearned operating income was nearly 35%.
- ◆ Fundraising activities included, but were not limited to, government, corporate, foundation, and major donor identification, research, cultivation, and grant/proposal writing or personal solicitation.
- ◆ Supervised one part-time staff member who assisted with maintaining a membership of nearly 1,300.
- ◆ Collaborated with Board of Directors (20-22 members) to enhance institutional communication, undertook Board-directed initiatives, and planned six record-breaking annual fundraising benefits and other donor cultivation events.
- ◆ Collaborated with the Board of Directors in the advancement of a \$20 million capital campaign for real property acquisition, renovations and construction, and the establishment of an endowment and other funds for long-term fiscal stability.
- ◆ Alongside the founders, represented and presented organization, its mission, goals and objectives to funders, government officials, community leaders, and the general public.

### **Managing Director** (2004 – 2008)

- ◆ Responsible for all business affairs (\$2.3 million budget) of the 501(c)(3) organization including, but not limited to, accounting and financial analysis, human resources, information technology, production budgeting and leadership, Board relations, union relations, event management, licensing, customer service, rentals, ticketing, marketing and promotion, and facility management.
- ◆ Collaborated with Board of Directors and consultants in the advancement of a \$20 million capital campaign and planning of annual fundraising benefits.
- ◆ Administered the acquisition of New York City real property through raised funds, a bank loan, and government funding.
- ◆ Collaborated with the founders, and a full time staff of eight and one part time, to stage a total of twenty-three Off Broadway theatrical productions, representing an average of approximately 360 performances annually, manage a 140-seat and a 55-seat performance venue via AEA, SSDC, USA, and Local 802 Collective Bargaining Agreements, a reading series consisting of thirty-three readings, as well as other arts engagement activities.
- ◆ Converted from in-house ticketing/fundraising software to low maintenance retail software to expand and improve functionality and reporting while maintaining entire system in-house with minimal external assistance.
- ◆ Transitioned organization to a Professional Employment Organization for improved and expanded employee benefits while reducing overall payroll expense.

- MANHATTAN ARTIST REPRESENTATIVES**, New York, NY 2007 – 2010  
**Managing Director, General Partner**
- ◆ Responsible for the formation and all business affairs of the LLC.
  - ◆ Collaborated with partners to represent and manage new and emerging classical singers.
- GOLDEN DOOR PRODUCTIONS**, New York, NY 2002 – 2007  
**General Manager**
- ◆ Responsible all business affairs of the 501(c)(3) organization.
  - ◆ Collaborated with an all-volunteer staff in the creation, development, staging of cabaret performances, Off-Off Broadway AEA Showcase Code theatrical productions, and music festivals.
- CAMP BROADWAY**, New York, NY 2003 – 2004  
**General Manager**
- ◆ Responsible for all business affairs (\$1.3 million budget) of the LLC including, but not limited to, accounting and financial analysis, investor communications, human resources, and information technology.
  - ◆ Collaborated with senior leadership in business development including, but not limited to, booking of Camp Broadway across the nation, increasing revenue in the currently established lines of business (programs, licensing, merchandising, and publishing), creating new lines of business, and management of individual events and workshops.
- CLEAR CHANNEL ENTERTAINMENT\***, New York, NY 2001  
**General Manager**
- ◆ Assumed total profit and loss responsibility for the \$40 million, 1,800-seat Ford Center for Performing Arts (currently known as Foxwoods Theatre), the second largest Broadway theatre then housing multi-million dollar, Tony Award winning musical *42nd Street*.
  - ◆ Supervised staff of over seventy-five and administered all financial/accounting systems, human resources, payroll, box office, concessions, and customer service functions.
  - ◆ Responsible for all vendor and union contract negotiations and relations (IATSE Local 1 - Stagehands, Local 306 - Housekeeping & Front of House, Local 751 – Box Office), special events and bookings, and all facility systems maintenance and building compliance efforts.
  - ◆ Established an improved working relationship with Broadway theatre unions during a time of transition.
- SFX THEATRICAL GROUP\***, New York, NY 1998 – 2001  
**Director of Operations**
- ◆ Served as operational liaison between senior management, satellite offices, partners, and over fifty First Class and Non-Equity touring productions.
  - ◆ Arranged and coordinated engagements, including, but not limited to, box office, marketing, and union labor, for over one thousand commercial theatre playing weeks in over fifty markets throughout North America with total gross sales exceeding \$500 million.
  - ◆ Created and implemented company operational engagement policies, procedures and systems to meet management, financial/accounting and compliance requirements.
  - ◆ Supervised pricing, budgeting, contracts, and settlements for each presented engagement.
  - ◆ Design and implementation of corporate-wide tools for tracking ticket sales, marketing expenses, and engagement settlements, which were eventually translated to other corporate divisions and well received by the touring industry.
  - ◆ Instrumental in helping to grow and streamline theatrical presenting markets from 26 to over 50 during a time of rapid growth through multiple mergers and acquisitions.
- PACE THEATRICAL GROUP\***, New York, NY 1996 – 1998  
**Director of Engagement Relations** (1998)
- ◆ Served as engagement liaison between the company, its partners and individual First Class productions including *Beauty And The Beast*, *Phantom Of the Opera*, *Miss Saigon* and *Show Boat*.
  - ◆ Supervised all pricing, budgeting, settlements, and contracting for each presented engagement.
- Assistant Director of Operations** (1996 – 1998)
- ◆ Assisted in all areas of daily operations to develop pricing, budgeting, settlements, and non-accounting financial materials for presented First Class and Non-Equity touring productions.

**CHARLOTTE WILCOX COMPANY**, New York, NY 1995 – 1996

**General Management Assistant**

- ◆ Performed budgeting, contracting, marketing, and other production activities for national tours of *Grease!* and *Damn Yankees*, Broadway production of *Grease!*, and pre-Broadway production of *Busker Alley*.

**COLUMBIA UNIVERSITY**, New York, NY 1995 – 1996

**Public Relations Director, Hammerstein Center**

- ◆ Wrote press releases and public service announcements and created marketing materials.
- ◆ Developed and managed marketing budgets for the Hammerstein Center and individual productions.

**BONEAU/BRYAN-BROWN**, New York, NY 1995

**Press Agent Assistant**

- ◆ Assisted multiple Press Agents with numerous tasks such as creation and distribution of press kits, press events, distribution or archiving of news articles, and other tasks required for such Broadway productions as *Beauty and the Beast*, *Hello, Dolly!*, and *Smokey Joe's Café*.

**UNITED STATES INSTITUTE FOR THEATRE TECHNOLOGY**, New York, NY 1995

**Assistant to the Chairman, US Exhibition - Prague Quadrennial**

- ◆ Assisted in the collection, cataloging, and the exhibition of performing arts designers, such as Ann Hould Ward, Tony Walton, and Robert Israel.
- ◆ Assisted in logistical arrangements, installation, and maintenance of exhibition in Prague, Czech Republic.

**BALL STATE UNIVERSITY**, Muncie, IN 1991 – 1994

**Managing Director, Strother Theatre**

- ◆ Actively involved in all administrative functions of the student-operated facilities.
- ◆ Served as box office manager and marketing director for a 100-seat and 50-seat facilities producing an average of ten shows per year.

**BALL STATE UNIVERSITY**, Muncie, IN 1993

**Management Assistant, Summer Theatre Festival**

- ◆ Participated in all aspects of theatre management including, but not limited to, house management, box office, concessions, and supervision of ushers and house staff.
- ◆ Created and distributed all marketing and promotional materials.

*\*Currently known as Key Brand Entertainment/Broadway Across America*