Angela C. Beard, PhD.

Education

Robert F. Wagner School of Public Service, *New York University*, New York, New York
Doctorate of Public Administration May 2011
Specializations: Financial management and public finance, nonprofit management, survey/sampling techniques, applied statistics

Dissertation: *"No Money, No Mission: Leadership structure, budgeting and financial performance in nonprofit performing arts organizations"*: My three-essay dissertation explored the relationships between dual leadership, budgeting and financial performance within nonprofit performing arts organizations using interview, survey and financial data. The first essay: "Dual Leadership and Budgeting in the Performing Arts: A Tale of Two Organizations" is an exploratory interview study of these issues in two organizations. The second essay, "Financial performance in arts organizations – an empirical look at its relationship to leadership structure" takes its hypotheses from the findings of the first paper and establishes a relationship between dual leadership and the level of surplus in organizations experiencing one. The third paper, "Revenue structure in nonprofit arts organizations – Do dual leadership or budgeting matter?" examines the leadership/financial performance relationship and the association between budget practices and financial performance using a different measure of financial performance – revenue structure.

Steinhardt School of Education, *New York University,* New York, New York
Masters of Arts, Performing Arts Administration, 2001

University of Washington, Seattle, Washington
Bachelor of Science, Psychology, 1988

Research Interests

Financial and organizational management, leadership in cultural organizations, financial performance, philanthropy

Publications

Beard, A. C. (2012), *Show Me the Money! Or at Least, How to Manage It Well ….* Public Administration Review, 72: 762–765. doi: 10.1111/j.1540-6210.2012.02628.x

Financial Vulnerability of Charitable Organizations: Lessons from Research, (with Dwight V. Denison), Journal of Nonprofit Management, Vol. 7 (2003)

Teaching and Research Experience

Research Center for Leadership in Action — *New York, NY*
Research Consultant — *June 2011 – present*
Consultant member of three-person research team retained by the Mertz-Gilmore Foundation to research and prepare a report on national best fundraising practices in social justice nonprofit organizations. Design and prepare national survey, conduct interviews with key informants, prepare review of academic and practitioner literature on fundraising, write results for public distribution in October 2011.

Teaching colleague, Robert F Wagner School, New York University, 2003-2004
Managing Public Service Organizations
Adjunct faculty for introductory management course in master's program Fall 2003 – Summer 2004. Taught weekly lecture section related to teamwork and team project. Guest lecturer for class section on accountability in management. Graded papers and exams, evaluated final projects, tutored students and student teams.

Adjunct Professor, Gallatin School, New York University, Fall 2004
Planned and conducted undergraduate independent study on the topic of organizational management at request of Gallatin (interdisciplinary) student.

Program Assistant, Leadership for a Changing World, New York University, April – October 2004
Designed and implemented system for obtaining informed consent from research subjects for Ford Foundation-sponsored leadership research institute.

Research Associate, Freeman/Frazier & Associates, Spring 2004
Implemented Medicaid-contracted survey of physicians in northern Manhattan and Bronx, NY to re-establish region as a low service-provider designated area

Conference presentations

- *"Leadership structure in nonprofit performing arts: impact on budgets and financial performance",* Academy of Management annual meeting, Chicago, Illinois, August 2009
- *Scylla or Charybdis? The single/dual leadership structure in arts organizations* and *An exploration of sustainability funding: a report on the National Arts Stabilization Fund experience in Seattle,* Social Theory, Politics and the Arts conference, New York, New York, October 2007

Service

- Program committee, Social Theory, Politics and the Arts conference, New York, NY, October 2007
- Association to Benefit Doctoral Students (doctoral student government)
  - Member at large, 2003-2004, Treasurer, 2004-2005

Awards

- Full scholarship and travel stipend, Association of Cultural Economics International Conference, Vienna, July 2006
- Graduate Assistant of the Year, Department of Residence Life, New York University, 2002 – 2003
- President's Service Award, New York University, 2001 – 2002
- Full scholarship, ARNOVA, November 2001
- National Endowment for the Arts Administrative Fellowship, 1993

Professional Experience

Seattle Youth Symphony Orchestras — *Seattle, Washington*
Director of Development — *December 2011 – present*

Direct fundraising department for $1.5 million youth orchestra.

Seattle Repertory Theatre — *Seattle, Washington*

Interim Director of Development *October 2009 – July 2010*

Directed fundraising activities for $7.5 million theater on contract basis.

Museum of History and Industry *Seattle, Washington*
Director of Development and Capital Campaign *October 2006 – April 2009*

Directed annual fund and capital campaign for history museum in Seattle, WA.

ArtsFund *Seattle, Washington*
Campaign Director *August 1996 – July 1999*

Directed annual united arts fund campaign, raising $3.4 million annually for arts organizations in King and Pierce counties.

National Endowment for the Arts *Washington, D.C.*
Arts Administration Fellow *September - December 1993*
Dance Program

One of eleven NEA Fellows chosen from over one hundred applicants nationwide.

Pacific Northwest Ballet *Seattle, Washington*
Grants Manager *March 1990 – August 1996*

Raised $1.8 million annually in contributed government, corporate and foundation income for Pacific Northwest Ballet (PNB).

Languages

Fluent in French, tourist Spanish and German