

CAROL A. BOGASH
Bogash Consulting
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PROFESSIONAL EXPERIENCE

2018- Associate Faculty, University of Maryland Baltimore County

- Creating and teaching graduate level courses on intrapreneurship, design thinking, learning organizations, writing, and finance

2017 - Associate Faculty, Notre Dame University of Maryland

- Creating and teaching graduate level courses on creativity and entrepreneurship

2017 - Bogash Consulting; Creative Solutions for Business, Arts and Education

**2011-2016 Baltimore Symphony Orchestra
Vice President for Education and Community Engagement**

- Developed strategies to reach out across the state of Maryland, and to promote BSO nationally;
- Found creative ways to develop social entrepreneurial education and community engagement programs;
- Supervised a full-time team of 17, plus 70 part-time teaching artists and staff;
- Initiated new partnerships and nurtured existing ones;
- Established the BSO Science Advisory Council (the first for any orchestra); received NSF grant
- Infused STEAM initiatives in the programming direction of the BSO;
- Created and Founded the Baltimore Symphony Youth Orchestras and Chamber Music Program;
- Assisted the development department in raising funds to support education programs;
- Worked closely with the Board Education and Community Engagement Committee, the Baltimore Symphony Youth Orchestras Advisory Council; the Baltimore Symphony Associates, and the BSO Players Education Committee;
- Served on the Baltimore Arts Education Coalition, and the Fine Arts Commission and Any Given Child Task Force for the Baltimore City Public Schools;
- Oversaw the curriculum and assessment for all education and community engagement programs;
- Prepared and oversaw the \$2+ million education department budget; generated \$1 million in earned revenue and more than \$3 million in contributed revenue;
- Created new initiatives to engage a diverse community; BSO Orchestra Fellow; BSO Administrative Fellow; Symphony for the City; created the first full-length jazz version of the Nutcracker in the style of Duke Ellington
- Created and managed a wide range of educational and community outreach programs that span cradle to seniors including youth and family concerts serving some 60,000 young people annually, the Music Box Series for 6 month old children; Baltimore Symphony Youth Orchestras, OrchLab, OrchKids (leading program of its kind in the US), Rusty Musicians, BSO Academy, BSO Fellows, Musical Mentors; UMBC Graduate Certificate program with BSO, Music Educators Professional Development Academy, and the Music Educator's three-credit graduate course.

**2007-2011 Washington Performing Arts Society
Director of Education**

- Managed a wide range of educational programs for audiences of all ages including 600 concerts in schools, 45 artists in residency programs, enriching experiences reaching more than 5000 seniors, five-week summer performing arts academy for 500 children, embassy adoption program involving 50 6th grade DCPS classes and 50 embassies, numerous community partnerships, collaboration with the DC Public Schools, Gospel Choirs and community outreach program, adult lectures and seminars, string competition, and commissioning of new works. Oversee 30 teaching artist ensembles, providing professional development training from experts in the field.
- Created new education and social initiatives including the Capitol Arts Initiative, the Capitol Jazz Project, a partnership with the DCPS, in collaboration with Wynton Marsalis and Jazz at Lincoln Center, the Marian Anderson Project – commission of a new opera for young people; adult education programs including the What Makes It Great series with Rob Kapilow and the Conversations with Legends; and the Summer Performing Arts Academy (gospel, jazz, strings, step dance, and early childhood music)
- Participated in fundraising efforts which have raised nearly \$3 million within brief tenure at this organization to support education and outreach initiatives.
- Initiated efforts at outreach through technology and media vehicles.
- Increased the budget of education from \$400,000 to \$1.2 million in 10 months.
- Increased the staff from 1 to 4, with additional support from 5 part-time people.
- Oversaw an artist roster of 30 ensembles and provides them professional development training.
- Worked closely with the Board of Directors, the WPAS Women's Committee, the WPAS Lawyer's Committee, and the newly created Education Committee.

**1994 - 2006 The Smithsonian Institution
Director of Educational and Cultural Programs
The Smithsonian Associates**

- Managed 1500 programs presented each year including lectures, seminars, courses, studio arts, live children's live theater, performances, film, study tours -locally, nationally and internationally, special events, regional events across the United States, and professional studies. Presented annually to teachers, students, and communities throughout the United States serving 300,000 people of all ages and diverse cultures each year. Created social entrepreneurship programs like Discovery Theater.
- Developed steady stream of science related programs for the general public, integrating with arts and humanities, bringing to the Smithsonian such luminaries as Stephen Hawking, E. O. Wilson, Jacques Cousteau, Anthony Fauci, Paul Serano, Brian Greene, Sylvia Earle, James Cameron, etc.
- Created on-line programs through video streamed technology and raised support funds.
- Oversaw 60 subordinate managers, programming staff, and technical assistants.
- Managed budget for local and national programs generating more than \$8 million in gross revenue annually; supervised study tour gross budget of more than \$24 million annually.
- Brought in contributed and in-kind income to support programming initiatives, reaching more than \$5 million.
- Initiated, negotiated, and managed programming clusters with countries, including Great Britain, France, Italy, Scotland, Wales, Ireland, Norway, Russia, Spain, Cyprus, and Japan to promote cultural tourism.
- Created such national programming initiatives as CultureFest, Creativity Institutes, and Musica de las Americas.
- Created major program initiatives on Microbes, the Brain, and the Human Genome.

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- Developed numerous complementary programming initiatives with National Museum of Natural History involving such exhibitions as Vikings, Greenland, Norway, Campania. Anthropology, Ocean Planet, African Voices, Kimonos, Pearls, Baseball, Diamonds, and many more.
- Established and maintained effective program development relationships with the Institution's museums and other program offices and their professional staff.
- Maintained ongoing relationship with the Center for Latino Initiatives in the development and presentation of programs to draw a Latino audience to the life of the Smithsonian.
- Served as member of Institution organizations, including the Council of Museum Educators, the Committee for Heritage Months, the Council on Biodiversity, the Smithsonian Jazz Alliance, the Material Cultural Forum, and the Affiliations Music Project.
- Developed appropriate programming partnerships with organizations outside the Institution.
- Consulted and spoke to individuals and organizations seeking to enhance their reach through informal education to a general audience.
- Developed policies, and goals and objectives for the department and initiated, reviewed and coordinated programs and projects to meet those goals and objectives.
- Supervised facilities and audio-visual coordinators.

1993 - 1994 Philharmonic Center for the Arts The Naples Philharmonic Orchestra General Manager

- Directed the organization with the objective of making music at the highest level possible for a 35-week full-time orchestra within the financial constraints imposed by the Philharmonic Center for the Arts (the parent institution); established current and long-range objectives and policies subject to the approval of the President and CEO.
- Directed the development, implementation, and monitoring of the budget (then 2.4 million), programs, and strategies that were compatible with financial resources.
- Ensured that the organization was effectively structured and staffed with competent personnel (then 49 full-time and 3 part-time, excluding the conducting staff).
- Worked closely with the conductors to assure the artistic development of the organization through monitoring standards of performance, choice and balance of repertoire, and guest artists.
- Developed an annual master plan for orchestra operations, subject to approval by the President and CEO, including home and tour concerts, program theses and ideas, special events, special repertoire, broadcasting, educational outreach; worked with marketing to develop promotional plans and encourage audience growth.
- Maintained musicians' Contract and handled all matters pertaining to the implementation of this agreement while promoting a pleasant work climate.
- Assured effective communications with Philharmonic volunteer groups, other entities within the Philharmonic Center for the Arts, and the general community.
- Developed, monitored, and supervised educational programs for students ranging in ages from pre-school through adult including the hiring and evaluation of the teaching staff.
- Created special programs for Seminole Indians in developing socially focused projects.

1989 - 1993 Johns Hopkins University School of Continuing Studies Associate Dean, Division of Liberal Arts Director, Master of Science in Interdisciplinary Science Studies Director, Liberal Arts Non-Credit Programs

- Co-directed the Division of Liberal Arts and supervised 6 of the 7 support staff.

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- Directed the Master of Science in Interdisciplinary Science Studies program, which served 330 credit students and generated a budget of \$1.3 million.
- Initiated, planned, developed, and directed the liberal arts non-credit program in all of the major areas of arts, humanities, and sciences with emphasis on: 1) the creation of approximately 300 courses, seminars, and workshops serving over 3000 students per year; 2) the social entrepreneurship program – the Evergreen society (an ongoing program of courses, special events, and study tours for retired men and women located in Baltimore and Columbia); 3) certificate programs, including the award winning Certificate in Environmental Studies; and the Certificate in Aging, and 4) the Creative Writing Program.
- Served as liaison for the liberal arts to the Business and Education divisions at the School of Continuing Studies in the development of joint programs.
- Represented the School of Continuing Studies on university-wide committees (Foreign Language Committee), school-wide committees (Non-Credit Policy Committee, Downtown Center Advisory committee), and community committees (Maryland State Humanities Council).
- Developed undergraduate credit programs in science and mathematics.

1981 - 1989 Baltimore Symphony Orchestra, Baltimore, MD Concert/Orchestra Manager/Acting Executive Director

- Served as member of the management team, which successfully negotiated union contracts with musicians and stagehands.
- Directed the ongoing process of long-range scheduling, audience development, outreach, and educational programs.
- Secured sponsored performing opportunities for the orchestra to augment earned income in excess of \$1 million annually.
- Directed and coordinated operational functions of the orchestra, including tours, recordings, broadcasts, and supervision of personnel.
- Developed and administered an operating budget for orchestra personnel and production functions exceeding \$3.5 million.
- Served as representative to arts organizations, public agencies, and the general community.

Joseph Meyerhoff Symphony Hall, Administrative Manager

- Created the procedures, policies and legal documents for the opening and operation of the Joseph Meyerhoff Symphony Hall including development of facility usage and rental guidelines, front of the house policies and procedures.
- Established and supervised usher staff, docent program, lobby gift boutique, catering, and bar and coat room services.
- Developed and monitored the administrative budget.
- Created the ongoing "Showcase Series" of special events which produced \$80,000 net income in the first year.
- Prepared grant proposals and developed additional funding sources.

ADDITIONAL EXPERIENCE

Jewish Community Centers of Greater Baltimore, Baltimore, MD Director of Performing Arts

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- Created and administered all music, dance, theater, and special projects at both locations, including: classes, concerts and residency programs for all ages.
- Prepared and administered a budget which grew from \$2,400 to \$250,000 annually.
- Administered a student population exceeding 600 per season and supervised a faculty of over 30 professionals.
- Established the Performing Arts Council, an arm of the Board of Directors, and served as advisor to this lay body and its subcommittees.
- Developed grant proposals and received funding from Maryland State Arts council, Associated Jewish Charities, Yale Gordon Trust.

Baltimore City Public School System, Baltimore, MD
Department Head and Teacher/Music Department
Hampstead Hill Junior High School
Western Senior High School

- Developed, coordinated and implemented the instructional program.
- Regularly supervised and evaluated the teaching staff.
- Created, directed, and coordinated all special events, concerts, and plays.
- Wrote innovative music curriculums and gave city-wide demonstration classes.

EDUCATION

- Peabody Institute of Johns Hopkins University, Master of Music
- Loyola College & Towson State University, Teacher's Certificate
- Certified public school music teacher, State of Maryland
- University of Georgia, Athens, George, B.M.
- Graduate Peabody Preparatory; Peabody Institute of Music
- Began doctoral studies in History of Science and Technology, Johns Hopkins University, 1993

PART-TIME TEACHING EXPERIENCE:

2019- Adjunct Professor, University of Maryland Baltimore County- Intrapreneurship, Design Thinking, Learning Organizations

2016- Associate Professor, Notre Dame University of Maryland- Creativity, Entrepreneurship

2014-2015 Adjunct Professor, Graduate Certificate Program in Music Entrepreneurship, UMBC

2012 - Musical Insights for Baltimore Symphony Orchestra audiences

1993 - 1994

- Lecturer, **What to Listen for In Music**, two-hour weekly classes in music history and appreciation for adults, Philharmonic Center for the Arts

1981 - 1983

- Instructor, **Written and Oral Communication, Time Management**, Essex Community College

1977 - 1981

- Instructor, **History of Music** and **Music Appreciation**, Peabody Institute of Music of the Johns Hopkins University, Preparatory Department.

PUBLIC SPEAKING:

2018 – Alex Brown Center for Entrepreneurship - The Value of Intrapreneurship

2017- AERA National Conference- outcome of the NSF grant

2017- League of Symphony Orchestra National Conference- outcome of the NSF grant

2016 – Aspen Arts Institute – Building Communities through Social Entrepreneurship

American University – Building Communities through Social Entrepreneurship

National Partnership for Education Access Conference – Social Entrepreneurship

League of American Orchestras Conference – Social Entrepreneurship; Using Technology

2015 – Performing Arts Educators Conference – The Arts in times of Civil Unrest

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College Of Notre Dame – The Arts of Negotiation

2014 – American Symphony Orchestra League – Developing New Audiences

2012- Chautauqua Institute- The 21st Century Symphony Orchestra

The Baltimore Symphony Orchestra Academy – Nationalistic Music of the 19th and 20th Centuries

UMBC – Guest Lecturer on Music Entrepreneurship and Leadership

Smithsonian Institution

- Numerous introductions to programs before audiences as large as 1500 participants.
- “Science programs for a general audience” - Presentation before the Smithsonian Science Commission, December 4, 2001.
- “Career Paths at the Smithsonian,” to George Washington University Museum Studies students on several occasions.
- “Ways to Bring in an Audience” to 15 museum directors from Russia – Fall, 2002
- “Programming opportunities” for State Department visitors – 2004-2006
- “The Importance of Sustainable Culture” – European Union Symposium, Sorrento, Italy – 2000
- “Cultural Marketing” – Scotland Tourist Commission – Glasgow, Scotland, 2004
- Celebrating Independence through Cultural Programming – Norwegian Government Independence Commission, Oslo, Norway, 2004
- “Russian Cultural Celebration of St. Petersburg” – Embassy of Russia, 2002
- “Cultural Marketing for the State of Arizona” – Arizona Tourist Commission, Phoenix, Arizona 2001
- “Long Beach California – A Cultural Destination” – Mayor Beverly O’Neill and City Council beginning a 10 year long relationship between the city and Smithsonian Institution
- “Celebrating Austria and Mozart” – speech to Ambassador Brix and the Austrian Cultural Ministry, 2005
- Creative Leadership – three day consulting to Boeing Corporation on developing a year long training program for potential executives.
- “Developing New Ways of Thinking, Seeing, and Understanding” – presentation to Kraft Corporation, Lockheed Martin, NY Travel Conference; Pennsylvania Tourism Commission, and others

National University Continuing Education Association (NUCEA)

- "Creating the Certificate in Environmental Studies", Division of Humanities, Arts and Sciences, February 23, 1992, Chicago, IL
- " Revitalizing a Moribund Program for Older Adults," Division of Older Adults, NUCEA,
- National Conference, April 1993, Nashville, TN

American Symphony Orchestra League

- Pre-conference workshop on social entrepreneurship through the OrchKids program, 2016
- Professional musicians in social entrepreneurship programs, 2016
- Innovative technology to increase audience engagement, 2016
- "Working Together - Musicians and Management", National Conference, Jan., 1984, Washington, DC
- "Managing an Orchestra", Orchestra Management Seminar, February, 1984, Philadelphia, PA
- "Operations Systems", Orchestra Management Seminar, October, 1984, Washington, DC
- "Operations Management", Regional Conference, July, 1985, Washington, DC
- "Managing the Operations of a Major Symphony Orchestra". Orchestral Management Seminar, January 1986, Washington, DC
- "Making Sense of Orchestra Operations", Orchestra Management Seminar, January, 1988, Washington, DC
- "Enhancing Youth Concerts", National Conference, June, 1988, Chicago, IL

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- "Preparing Children for a Concert", National Conference, June, 1989, San Francisco, CA

Colleges and Universities

- "Roles for Women in the Orchestra Business", May, 1983, Towson State University
- "Women in the Business World", May, 1985, Goucher College
- "Sexual Harassment on the Job", October, 1984, College of Notre Dame
- "Practices in Arts Management", September, 1987, Sojourner-Douglas College
- "Careers in the Music World", March, 1988, Douglas High School, Baltimore City
- "Educating Children in Symphonic Music", August, 1989, Baltimore County Public School System
- "Education Programs at the Baltimore Symphony", August, 1990, Anne Arundel County Public Schools
- "Celebrating Beethoven", December, 1990, Evergreen Society, JHU School of Continuing Studies
- "Dvorak and Prokofiev - Nationalistic Composers", May, 1991, Evergreen Society, JHU School of Continuing Studies

RECOGNITIONS

- Election to National Arts Education Council (2013)
- Appointment to El Sistema USA National Board (2014)
- Palmes Academiques from the Republic de France (2009)
- Medal of honor from Russian Federation (2003)
- Maryland Woman in the Arts - 1985
- Woman of the Year - 1985 - Sorooptimists of America
- Woman of the Year - 1974 - Jewish National Fund
- Maryland State Senatorial Scholarship
- National Merit Scholar
- Presser Foundation Scholarships
- Woodrow Wilson Scholarships
- Peabody Conservatory Scholarship
- German Embassy Award for German Studies

PROFESSIONAL AND COMMUNITY INVOLVEMENT

- Member, Baltimore Arts Education Coalition (2015-
- Member, Washington Conservatory of Music, Board of Trustees (2016-
- Member, Arts for Every Child Task Force (2012-)
- Member, Smithsonian Heritage Month Committee (1995 -)
- Member, Smithsonian Council of Museum Educators (1995 -)
- Member, Vivat St. Petersburg Committee, Baltimore (2001-2003)
- Member, DC Bicentennial Committee (1999-2000)
- Member, Art Table (current)
- Member, JHU, Washington Alumni Chapter (current)
- Member, Arts Presenters Committee, Kennedy Center (1997)
- Member, Maryland State Humanities Council (1990-1993)
- Music Panelist (Alternate), Florida State Arts Council (1993-1994)
- Member, Zonta (Naples, Florida, 1993-1994)
- Member, Baltimore Women's Forum (1988-1992)
- Member, University Continuing Education Association (current)
- Member, Association for Continuing Higher Educational and Cultural Programs (1990-1994)
- Member, American Symphony Orchestra League (1981-1990)
- Member, Baltimore Symphony Associates (1981-1992)

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- Music Panelist, Maryland State Arts Council (1985-1990)
- Member, Board of Directors, Maryland Children's Chorus (1990-1994)
- Member, Board of Directors, Res Musica of Maryland (1985-1990)
- Founding Member, Peabody Conservatory Alumni Steering Committee (1982-1993) Member, Committee of Friends for International House, JHU School of Hygiene and Public Health (1990-1992)
- President, Hopkins Symphony Orchestra Board (1992-1994)
- Member, Executive Committee, JHU Alumni Association (1989-1992)
- Member, Union Square Historical and Preservation Association (1972-1994)

Publications

- 2 articles in Baltimore Business Journal- 2019
- 1 article in Washington Post- 2019