

**Stephen Crown**

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**Employment**  
**1991 –**  
**present**

**American Institute of Design Engineers**  
Associate Director, Member and Chapters

*The AIDE was founded in 1918 and is the major engineering design membership organization in the U.S., with 9,000 members and an operating budget of \$2,300,000*

Developed and manages a nationwide network of 37 incorporated, volunteer-run chapters, with an annual budget of \$160,000. Organized the creation of 24 new chapters since 1991, including incorporation, board formation, by-laws, tax-exemptions, fund-raising and committee and program development. Developed orientation and other support materials, including a management handbook, for chapter board members and volunteers. Acted as ombudsman between chapters and the national organization.. Provided on-site consultation to chapters on management, planning and program development.

Responsible for long-term membership growth, from 4,500 to 9,000 since 1991 and a membership budget which grew from \$600,000 in 1991 to \$51,400,000 in 1999. Managed production of recruitment materials; direct mail campaigns; database installation and maintenance; and delivery of membership benefits. Wrote and produced quarterly membership newsletter.

Introduced and organized annual three-day retreats for 150 chapter leader and national board members. Originally created to provide technical assistance to chapter leaders, the retreats evolved into the major forum for broadband discussions of national issues and examination of the future direction of the organization.

Involved in all aspects on national conferences, including site selection, marketing, and production of events for up to 1,500.

Members of three-person management team, with staff of fifteen, responsible for all aspects of organizational development and direction, including long-range planning, strategy, and policy. Personal supervised staff of three.

**1986 – 1991**

**Affiliate Artists, Inc.**

Associate Director, Residency Operations

Ran national multi-discipline performing artists residency program, involving major corporate sponsors, local arts institution, and emerging artists. Also managed \$100,000 statewide program serving local arts councils, funded by the State Council on the Arts. Created and developed showcase programs in the state and elsewhere. Responsibilities included artist selection and training for residency work, selection and preparation of local presenting organizations, grant writing, and reports to granting agencies.

**1983 – 1985**

**Orchestra and Chorus of St. Louis, St. Louis, MO General Manager**

Founding manager of small professional orchestra and chorus with \$100,000 budget and eight-concert season, specializing in rarely performed music, presented at the St. Louis Art Museum.

**1982 – 1983**

**Repertory Theatre of St. Louis and Opera Theatre of St. Louis, St. Louis, MO House Manager**

**1977 – 1981**

**International House, Paris and Rome**  
Teacher of English as a Second Language

**Education**

**St. Andrew's University, Scotland.**  
BA, French and German

After "Resume"

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**General Manager**

**Specializing in high growth, start-up and turnaround situations in cause-related or cultural service organizations.**

- Part of three-person management team controlling a budget of \$2.3 million.
  - Doubled membership from 4,500 to 9,000
  - Grew membership income from \$600,000 to \$1.4 million.
  - **Created 24 incorporated chapters.**
  - Served as in-house consultant to all 37 locations.
- **Founder and general manager** of a professional orchestra and chorus in St. Louis.
- Cultivated **strong contacts with corporations** such as Mobil Oil, GE, Alcoa, Westinghouse

*Conceive the vision. Develop the plan. Implement all details.  
Coordinate diverse constituencies.  
Motivate and lead all level to operate towards the organization's goals.*

### Employment History

#### Consulting

Dec. 1999 – Present

- Alliance for the Development of Salt Lake City
  - Construction market/**feasibility study for a 6,000-sq. ft. center** for the arts organizations.
- Nonprofit Technology Today, Inc.
  - Writing **newsletter for CEO's** of 1,000 United Way agencies. **Improves use of technology.**
- Other clients include: Center of Mediation and Law, Foundation for the Arts

#### American Institute of Design Engineers

1991 - Dec. 1999

Associate Director

**Took an organization that consisted of 13 dispirited and disorganized chapters and made it into a vibrant, profitable 37-chapter organization**

- Part of three-person management team, with a staff of fifteen, responsible for all aspects of organizational development and direction, including **long-range planning, strategy, and policy.** Personally supervised a staff of three.
- **Increased membership from 4,500 to 9,000**
  - ... and increase membership income from \$600,000 to \$1,400,000.
  - Implemented infrastructure for a nationwide network of 37 incorporated chapters.
  - Created 24 New chapter, including incorporation, board formation, by-laws, tax-exemptions, fundraising, and committee program development.
- Conceived of **national conference approach where all could attend,** regardless of distance.
  - Became a “Town meeting” and highlight of the year for attendees.
  - Arranged conferences for up to 1,800 people.

Associate Director

- Supported/director chapter management
  - **Introduced systematic training** including board training and training of volunteers
  - Wrote and produced orientation and other material for chapter board members and volunteers. This included a **130-page management handbook.**
  - Conceived and organized annual three-day orientation and planning meeting for 150 chapter leader and national board members.
- Acted as ombudsman between chapter and national organization.
- Managed production of recruitment material and direct mail campaigns.
- Supervised data base installation and maintenance, membership processing and delivery of membership benefits

- Wrote and produced quarterly membership newsletter.

**Affiliate Artists, Inc.**

1986 - 1991

Associate Director, Residency Operations

- **Ran national multi-discipline performing artist residency program**, involving major corporate sponsors, local arts institutions, and performing artist.
- **Managed statewide program** serving local arts councils, funded by the State Council on the Arts.
- Created and developed showcase programs in the state and elsewhere.
- Responsible for artist selection and training for residency work, selection and preparation of local presenting organizations, grant writing, and reports to granting agencies.

**Orchestra and Chorus of St. Louis, St. Louis, MO**

1982 – 1983

**General Manager**

- **Founding manager of professional orchestra and chorus** with eight-concert season.
  - Specialized in rarely performed music. Presented at the St. Louis Art Museum.

**Repertory Theatre of St. Louis**

1982 - 1983

**Opera Theatre of St. Louis, St. Louis, MO**

**Education**

BA, French and German, St. Andrew's University, Scotland, 1975

**Member**

American Society of Association Executives  
 Technical Assistance Providers Network