



ANNUAL IMPACT REPORT FY25

LETTER FROM OUR CEO AND BOARD CHAIR



Last year affirmed what collaboration can do. Across the campus, artists, partners, and neighbors worked side by side to amplify artistic voices—through residencies, exhibitions, public programs, and the daily, often unseen, practice of making. We saw expanded studio and theatre activity, a marked increase in residency applications, and new community partnerships and gatherings that invited us to think differently about how the campus serves artists and the public alike.

At the same time, we navigated real headwinds. The loss of NEA funding required difficult decisions and a renewed focus on what is essential to our mission. Even so, momentum grew. Our renewed partnership with the City of Boston created space for a shared vision around access, cultural infrastructure, and the creative workforce. Together, with the Mayor's Office of Arts & Culture, and the Boston Planning Department, we advanced a year-long capital and strategic visioning process led by SRD Culture Ltd. Their report—grounded in artist and stakeholder feedback, operational realities, and a deep analysis of our facilities—charts a clear and actionable path forward. It connects the needs of artists and audiences to the physical and financial frameworks required for BCA to thrive.

The Board evolved to meet this moment, implementing initial recommendations and strengthening governance structures, committees,

and practices to support the work ahead. The next phase is disciplined and collaborative: aligning a master plan with sustainability goals and the needs of our artists and campus partners; stacking funding opportunities and public support; and inviting philanthropy to partner where catalytic investment can move projects from paper to construction.

Capital is never abstract on this campus—it is the infrastructure that makes creative work possible. Our path forward is focused and clear: remove barriers—space, infrastructure, and visibility—so artists can do their best work and more people can participate. Together with City partners, funders, and our community, we will convert shared planning into visible progress with projects that increase access, steward a historic asset, and ensure this civic and cultural campus serves Boston—today and for generations to come.

With partnership and gratitude,

Kristi Keefe
Chief Executive Officer

Jennifer Pinck
Chair of the Board



Photo by George Annan

MISSION & VISION

Boston Center for the Arts (BCA) is Boston's civic and cultural campus supporting working artists to create, perform, and exhibit new works, develop new audiences, and connect the arts to community.

We are an incubator of new work; a celebration of process; progress in motion. We believe in equitable access to resources, opportunities, and experiences. We serve Boston's working artists, patrons, neighbors for living, learning, and thriving together.



EQUITY COMMITMENT & UPDATE

BCA is committed to racial and cultural equity as a core value that must be embedded in all organizational systems and policy development. Prioritizing this work will have a positive impact on the organization's ability to engage and build trust with staff, artists, audiences, and the larger community, and will ensure people from all racial and cultural backgrounds have equitable access to opportunities, resources, and decision-making power within the organization.

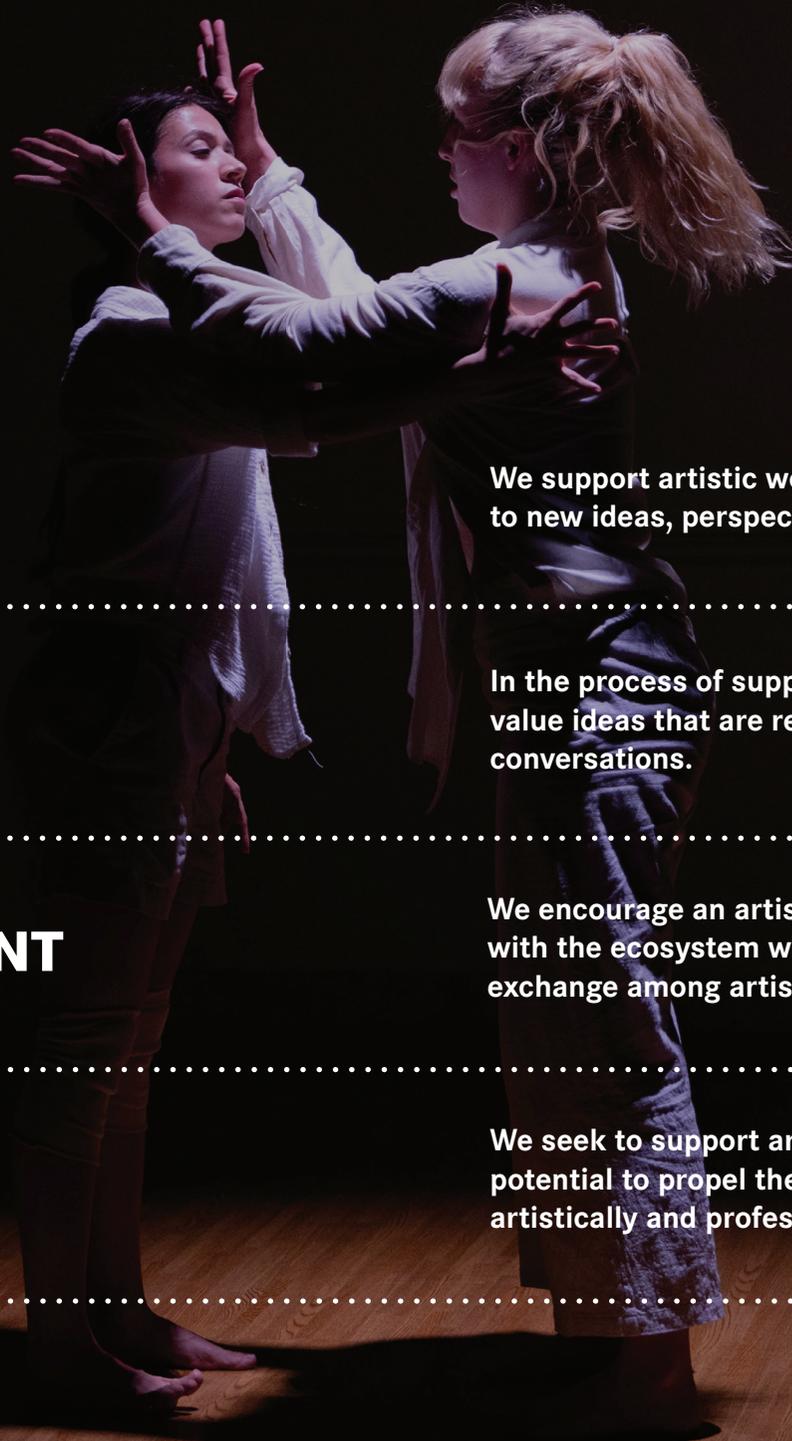
BCA retained YW Boston in November 2022 for an 18-month consultancy to complete an anti-racism action plan. The action plan has continued to be an important priority for the organization, even as YW Boston's consultancy period ended in FY25.

We would like to thank YW Boston for their guidance and support during this period and for helping BCA to transform into a more inclusive workplace. It is clear that the work is ongoing and we will continue to use training and strategy from YW Boston for years to come.

FY25 COMPLETED ACTIONS

- Held an organization-wide conversation to brainstorm and discuss communication practices that staff want to set as an intention for all BCA meetings
- Provided staff protected time to review their own job descriptions and identify how their role contributes to BCA's mission and equity work
- Participated in YW-led Equity Labs such as how to communicate about and through change and creating a charter for your DEI committee or team
- Initiated a survey reviewing pay equity, benefits, evaluations, and promotions.
- Established a committee with representatives from all action plan areas and Sr Staff to draft and implement an organizational DEI charter

BCA ARTISTIC ETHOS



EXPERIMENTATION

We support artistic work that displays innovation and openness to new ideas, perspectives, and techniques.

RESPONSIVENESS

In the process of supporting new and innovative work, we value ideas that are relevant to contemporary interests and conversations.

COMMUNITY ENGAGEMENT

We encourage an artistic practice that engages meaningfully with the ecosystem where it exists through collaboration and exchange among artists and audiences.

POTENTIAL IMPACT

We seek to support artists for whom our involvement has the potential to propel their practice creating a path for growth artistically and professionally.

THEATRE

The FY25 season of Theatre Arts at BCA reminded us that at the heart of every powerful performance lies a deep commitment to artistic collaboration, freedom of expression, and storytelling that dares to provoke, heal, and connect.

BCA Launchpad Resident CHUANG Stage continued its mission to make theatre accessible for all by offering pay-what-you-can ticketing. Their first production of the season, *Did You Eat? (밥 먹었니?)*, written and performed by Zoë Kim, was a sold-out production exploring intergenerational love, Korean/American identity, and healing through memory and transformation. Its success extended far beyond Boston, as the play is now being produced by the Public Theater and Ma-Yi Theater Company in New York City. Their second production, *Learning How to Read by Moonlight* by Gaven Trinidad, co-produced with BCA Campus Partner Company One, told the story of a young boy navigating immigration, family separation, and identity across continents, set amidst political unrest in both the U.S. and the Philippines. Each performance featured a local community leader as guest narrator, elevating grassroots activism and amplifying voices often unheard.

This year also marked the second cycle of BCA's Playwright Residency. One of the highlights was a mid-residency workshop reading of *Llorona, or the Weeping Women*, by Gabriela Tovar. This bold, contemporary take on the Latin American folktale *La Llorona* centers Lorena Ines Sanchez-Rosalba, whose journey across the U.S. border in search of love leads her into the custody of ICE. Through her experience, the play grapples with guilt, displacement, and the strength of Latina identity in the face of systemic injustice.

Each of these stories reflects the complex and pressing issues of our time. While they share thematic traits of family, displacement, identity, and resistance, each speaks in its own voice and offers its own unique lesson.

That is the transformative power of art; it isn't meant to fit in one bucket or conform to one narrative, one format, or one path. Rather, it spreads, like rain-soaked puddles across a city street, each reflecting different lives, truths, and beauty.

At BCA, we remain committed to fostering a platform for stories that challenge, inspire, and center those too often left in the margins. We invite you to continue exploring all of our programs, where you'll find artists boldly shaping culture, building community, and reclaiming creative agency with every step they take.

Michaila Cowie
Director of Theatre Arts



Photo by Ken Yotsukura

Learning How to Read by Moonlight, CHUANG Stage

DANCE & INTERDISCIPLINARY

Photo by Siphon Bellinger, (Just)33

The 2024-2025 season marked 15 years of Dance Residencies at BCA, and as we celebrate this amazing milestone, I am awash with moments of creativity, growth, release, success, vulnerability, trust, and connection with our dance artists. It has been an honor to shape and expand our formalized dance residency program at BCA since 2009 – helping change the landscape of dance in New England through the support of 80+ artist collectives and more than 200 individual dancers.

BCA residencies support the creation of new work, which means the topics that inspire that work often reflect a current snapshot of the state of the world. Works created through our Dance and Interdisciplinary Residencies last year explored queer survival tools, attachment styles, longing and loss, masculine energy, safety, and societal norms, traditions around death, burial and mourning, and the stigma of mental health in creative communities.

We forged deep partnerships and explored and expanded works with Dancemakers residents Nailah Randall-Bellinger and Cassie Wang, and Dance Lab residents Alexander Davis, Mira Goksel, and Darnell “Snoopy” Brown. These connections are just one step in the trajectory of these artists and their work as we help plan next steps and gigs for these dances.

Our ACTivate Residency, which prioritizes Boston BIPOC, Immigrant, New American, and historically underrepresented artists and their collaborators, welcomed Olivia Moon Blaisdell to create an installation that wove together pole dance, sculpture, light, and sound within the historic Cyclorama space. This project felt like the perfect evolution in BCA’s collaboration with Olivia as she’s contributed to BCA in many different

facets over the past 6 years, including filmmaker, photographer, juror, dancer, and intern.

This season also marked a shift in partnerships between BCA and other esteemed organizations such as Donny Hathaway Legacy Project, Jacob’s Pillow, and Midday Movement. Our partnership with monkeyhouse has allowed us to expand our Dance Lab Residency and offer a financial stipend to our Lab artists for the first time since the program started in 2020.

We shape these programs in response to the evolving perspectives and needs of our artists. BCA remains committed to collaboration.

Andrea Blesso

Director of Dance & Interdisciplinary Arts



VISUAL ARTS

BCA kicked off FY25 in a big way with our public programming in the Mills Gallery with the 27th Drawing Show, featuring 41 artists, titled *Yušká: Uncoil*, curated by Erin Genia. In the Dakota language, the word *Yušká* has meanings that can range from the simple untying of a knotted rope, all the way to a philosophical undoing of political, economic, and social constructs.

In the fall, we welcomed painting show *DEVOTIONS, to a dirty queer home* by J. Rowen O'Dwyer, curated by Lillian O'Dwyer. The show was an intimate love letter to O'Dwyer's community of trans folks, depicting friends and lovers in vivid color.

The Mills Gallery Project Room featured two residents' solo show exhibitions: Chelsea Silbereis' Photography show, *absorption*, and Aileen Erikson's assemblage and painting show, *Changing Seasons, Safe Travels*.

15 artists, juried into studios as part of the 3-year Wagner artist cohort, moved in during September 2024. These are fully funded studio residencies, thanks to a \$300,000 grant from Wagner Foundation. As mentioned in FY24, this is a crucial step in our effort to raise \$1.5M over three years to fully award all 41 studio residences and create a runway that ensures future sustainability for this essential program.

The new year began with welcoming *Waste Scenes*, curated by Laurel V. McLaughlin, from artists Maia Chao and Fred Schmidt-Arenales. The exhibition told non-linear stories about trash, value, and desire in corporate culture and neoliberal capitalism.

The spring brought Luis Arnias' exhibition, *Slow Loops*, to the

Mills Gallery, supported by and in partnership with the Wagner Foundation. Through an interdisciplinary practice that includes experimental films, *Slow Loops* explored his experience as an immigrant person of Afro-Caribbean descent living in America.

We look forward to continuing to put in the work to support our artists and the Boston arts community at large.

Michelle Stevens
Visual Arts Lead



Photo by Chloe Conceicao

WORKFORCE DEVELOPMENT

BCA serves all of Greater Boston, providing affordable space, career development, and the largest residency program for artists in the city.

The demand for BCA's resources has never been greater—residency applications have reached record numbers, and the median individual income for artists is \$10,000 less than the state's individual living wage. Artists need access to safe, affordable space(s) to create and further their careers. BCA removes barriers by giving access to space, infrastructure, and visibility so artists can make work that is central to Boston's cultural and civic life.



Photo by Melissa Blackall

BCA fills this critical resource gap through programs that provide artists with the workforce development opportunities they need to work, live, and stay in Boston. Benefits and support include coaching, mentorship, industry advocacy, grant writing guidance, marketing facilitation, networking opportunities, and more.

BCA strives to connect arts and culture across the city, as well as to international opportunities, and to build a 100% subsidized residency program.

BCA is an open place where artists create, present, and connect with community. The organization aims to serve and amplify sector development for the city and its communities.

BY THE NUMBERS

15,901

TOTAL AUDIENCE MEMBERS

381

TOTAL EXHIBITIONS, PERFORMANCES, AND EVENTS

757

ARTISTS SUPPORTED

7

RESIDENCIES

\$82,000

PAYMENTS TO ARTISTS

\$824,527

WORTH OF SUBSIDIZED STUDIO AND PERFORMANCE SPACE



Mayor Michelle Wu

On behalf of the Mayor's Office of Arts and Culture (MOAC), we are pleased to express our strong support for Boston Center for the Arts (BCA) and its vital role in Boston's cultural ecosystem. BCA has long been a cornerstone civic institution, providing essential space, resources, and unique opportunities for local artists and Boston's creative workforce.

Recognizing the importance of BCA and that it is critical cultural infrastructure for Greater Boston, the City of Boston is committed to supporting its long-term sustainability. Thus, the City of Boston is formally partnering with BCA on an accelerated strategic re-visioning process to assess and strengthen its business model, spatial planning, and overall operational framework. MOAC, in collaboration with the Mayor's Office and the Boston Planning & Development Agency (BPDA), is commissioning an in-depth study to address the physical and operational challenges at BCA while ensuring alignment with the City's cultural and economic priorities. This initiative is a tangible demonstration of the City's commitment to BCA and its future and to fostering a strong, sustainable public-private partnership.

This effort builds upon the City's ongoing investment in BCA, including the BPDA's recent Capital Needs Assessment, which identified critical infrastructure and facility priorities. By taking this next step, we are not only reinforcing the significance of BCA within Boston's cultural landscape but also laying the groundwork for future funding opportunities and long-term growth. The recommendations that emerge from this process will help shape a sustainable model that ensures BCA continues to serve Boston's creative community for generations to come.

The City of Boston values our partnership with BCA and looks forward to collaborating on this important work. We encourage the support of funders and stakeholders who share in our commitment to preserving and strengthening this critical institution.

With Best Wishes,

Joseph Henry
Director of Cultural Planning
Mayor's Office of Arts and Culture,
City of Boston

Kenny M. Mascary
Interim Chief of Arts & Culture
Mayor's Office of Arts and Culture,
City of Boston

ADVANCEMENTS WITH THE CITY

VISIONING HIGHLIGHTS

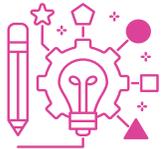
The City of Boston commissioned a consultant, SRD CULTURE LTD, to complete a comprehensive visioning report in FY25, which is now a roadmap for BCA to succeed for years to come. Some of the ways in which the organization will move forward with this information are below:



OPEN MORE FREQUENTLY



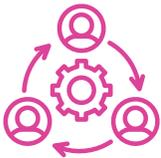
RAISE THE ARTISTIC DYNAMIC



BE EXPERIMENTAL / RESPONSIVE



MOVE FORWARD WITH A SHARED VISION



STRENGTHEN BOARD GOVERNANCE

COLLABORATION WITH THE CITY

BCA is emerging with a redefined mission to serve & amplify, particularly in the areas of sector development, artistic growth, and the city and its communities.

We are also embracing our role as a civic convener for all, whether it be artistically, socially, culturally, or economically. We are committed to developing Boston's creative workforce through professional development, career pathways, training, and new art, performance, and exhibition approaches. BCA will solidify this development through new collaborations and connecting to local, national, and international partners. The City recognizes BCA as a cornerstone institution and values the ongoing efforts to expand access, strengthen community partnerships, and invest in the physical infrastructure needed to support its mission.



Photo by Melissa Blackall

DEFUNDED

The National Endowment for the Arts (NEA) began rescinding funding in spring 2025, stating that approved funding no longer falls in line with the agency's priorities. On May 2, 2025, BCA was informed that the NEA had rescinded our most recent approved grant designated to support both current and incoming artists in residence.

The loss of NEA funding is more than a line item, it's a stark reminder of how fragile cultural infrastructure can be. Still, we remain steadfast in our values: art will get us through, and creative care for our community is non-negotiable. We are one of many arts organizations across the country reeling after millions of dollars in federal funding from the NEA have been terminated or eliminated. This decision comes at a challenging time in our country, and reflects a harrowing pattern of funding cuts to arts and culture organizations across the nation.

NEXT STEPS WITH THE CITY

Building on the findings of the 2023 City-commissioned Capital Need Assessment (CNA), BCA and the City of Boston are working together to strengthen and preserve the BCA's historic campus as a vibrant, accessible, public resource. The CNA highlighted key infrastructure priorities, including accessibility improvements, historic preservation, and long-term campus sustainability.

In 2025, the City engaged SRD Culture, LTD, led by cultural broker and placemaking strategist Sherry Dobbin, to develop a comprehensive visioning report, providing a phased roadmap for the BCA campus. SRD convened and collaborated with City officials, BCA staff and leadership, campus partners, and community stakeholders to ensure the recommendations reflected diverse needs. The report outlines priorities for investment and activation, which include:

- Immediate Campus Improvements
- Physical & Digital Access
- Historic Preservation of Cyclorama
- Campus Connection & Circulation
- Artist Studios Building

Guided by this vision, BCA and the City are advancing coordinated efforts to strengthen the campus and expand its impact as a public resource. Next steps include:

- Opening the campus more frequently to audiences and artists
- Hiring an Artistic Director to lead programmatic strategy and curation
- Embracing experimentation and responsiveness
- Moving beyond historical constraints
- Restructuring the BCA Board of Directors to support a forward-looking strategy

CONSORTIUM BUILDING

BCA is working to identify a funding consortium and strategic partnerships to create and advance a sustainable future for our campus. The consortium will be comprised of supporters such as foundations, individual donors, city and community leadership, and campus partners.



Photo by Melissa Blackall

In FY25, BCA created our organizational priorities for 2026: Infrastructure, Sustainability, Artist Support, and DEI Efforts.

COMMITMENT TO DEI

- Strategic Goals
 1. Interrogate our hiring and recruitment practices, ensuring that opportunities are shared far and wide, with a thoughtful and transparent onboarding process.
 2. Interrogate the composition of the staff and Board and ensure BCA has a rich mix of racial and cultural identities included in its staffing structure and Board membership.
 3. Advancing the 3 main goals as outlined in our YW Boston Action Plan.

CAPITAL INFRASTRUCTURE

- Strategic Goals
 1. Raise the necessary capital to repair and upgrade critical building systems and access resources.
 2. Ensure access to the resources BCA provides for uninterrupted program, mission, and rental delivery.
 3. In partnership with The Mayor's Office of Arts and Culture (MOAC) and Boston Planning and Development Agency (BPDA), create a short and long-term infrastructure plan.

ORGANIZATIONAL SUSTAINABILITY

- Strategic Goals
 1. Capacity-building: Revenue and expense measures to ensure the sustainability of our business model.
 2. Identify a funding consortium and strategic partnerships to create and advance a sustainable future for our campus.
 3. Prioritizing racial and cultural equity as the intentional and ongoing commitment to creating fair and inclusive systems, policies, and practices that support the long-term health and success of an organization.
 4. Uninterrupted program delivery.

ARTIST SUPPORT

- Strategic Goals
 1. Level-setting subsidy and program costs across programs. (i.e., fully funded studio, theater, and dance residencies.)
 2. Breaking down barriers to access and expanding our reach to artists not familiar with BCA, including those in under-resourced and marginalized communities.
 3. Expand our support for Boston artists through advocacy and partnerships.

A LOOK AHEAD

We are at the horizon of a new era at BCA, especially with our revisited relationship with the City of Boston in a collective effort to address sustainability as an organization for many years to come.

BCA would not be at this point without essential supporters, and we are excited to showcase the evolution of the organization that is due to your continued investment.

Your support helps us sustain affordable creative space and expand opportunities for Boston's artists. Together, we're building a stronger, more vibrant arts community. Because of you, BCA is Boston Arts, Thriving.



Photo by Kat Waterman

BCA CAMPUS MAP

As the steward of a historic South End block, the BCA works to sustain a dynamic, community-driven hub. Our campus brings together artists, neighbors, local businesses, and campus partners in a shared space where creativity and daily life intersect, energizing a connected cultural ecosystem that enriches the neighborhood's spirit and momentum.



BCA VENUES



Public Plaza

- Banyan Bar + Refuge
- The Beehive
- Boston Ballet



Artist Studios Building/Mills Gallery

- Boston Art Review
- The Theater Offensive
- Company One Theatre
- Speakeasy Stage Company



Plaza Theatres

- BCA Black Box
- BCA Plaza Theatre



Cyclorama

- Boston Gay Men's Chorus
- Community Music Center of Boston



Calderwood Pavilion

- Huntington Theatre Company

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Kathryn Fields
Ruth Fields
Chris Fong Chew
Shanti Fry
Jim Miller and Annette Furst
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Susan Gassett
Anna Giles
Karen Kelley Gill
and Geoffrey Gill
Gülsen Göksel
Nancy Gold
Thema Goldberg
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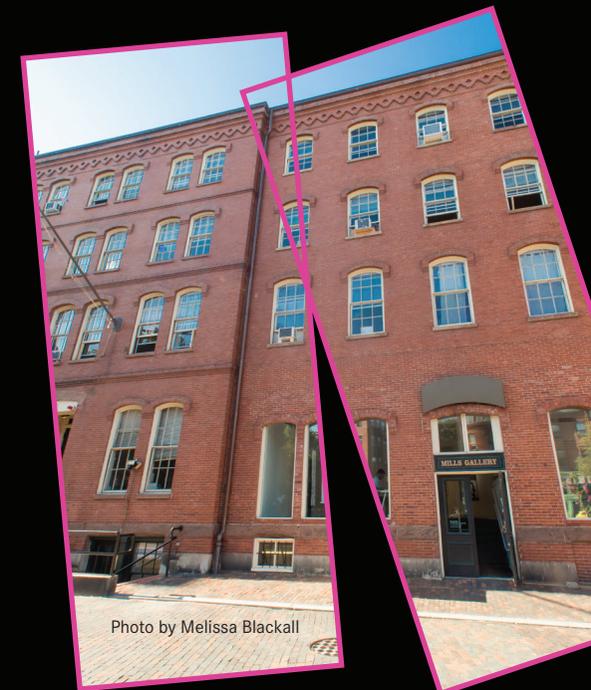
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 Joseph Silvi
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 Inez Singleton
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 and Rosella Campion
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 Maggie Wong
 Michael Wong
 Richard Wood
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 Michael Yang-Wierenga
 Cynthia Yee
 Sam Yoon
 Chantal Zakari



STAFF & PARTNERS

As of December 2025

EXECUTIVE AND FINANCE

Kristi Keefe,
Chief Executive Officer

Rondi Chapman,
Chief Finance Officer

ARTISTIC PROGRAMS

Andrea Blesso,
Director of Dance &
Interdisciplinary Arts

Michaila Cowie,
Director of Theatre Arts

Michelle Stevens,
Visual Arts Lead

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Katherine Berman,
Development Coordinator

Alicia Nichols,
Senior Director of
Development

Michael O'Brien,
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Giving

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Chloe Conceicao,
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Maria Rodriguez,
Marketing &
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OPERATIONS

Michaela Bocchino,
Production Manager

Anthony Silvia,
Theatre Production Manager

Michael "Dutch" Uiterwijk,
Maintenance Technician

Jennifer Saphier Whitman
Cyclorama Sales Associate

FY25 INTERNS

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Development Harvard
Wintern

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Kaitlyn Clark
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Paul Miller
Jeffrey Saviano
Jonathan A. Smith

Stacy Sweeney
Louis Tucciarone
Randall M. Walther
Bianca Sigh Ward

CAMPUS PARTNERS

Banyan Bar + Refuge
The Beehive
Boston Art Review
Boston Ballet

Boston Gay Men's Chorus
Community Music Center
of Boston
Company One Theatre

Huntington Theatre
Company
Speakeasy Stage Company
The Theatre Offensive

FY25 COLLABORATORS

Seoulful Productions
Artadia
Jacob's Pillow
Midday Movement

Monkeyhouse
Mel King
MassCreative
Collective Futures Fund

The Huntington Theater
Gourmet Caterers
East Meets West



Photo by Chloe Conceicao

Program revenue: \$2,111,912

Grants and contributions: \$705,905

Please visit our [Guidestar Page](#) to see further financial information and details.

