

Riverside Center  
95 Riverside Parkway  
Fredericksburg, VA 22406

Ph: 540-370-4300 x217  
Fax: 540-370-4304  
Website: [www.riversidedt.com](http://www.riversidedt.com)

To Whom It May Concern:

Penny Ayn Maas is an exceptional individual whom I have had the pleasure of knowing and employing as a director and choreographer since 2012. I have also co-directed and collaborated with her as well and let me say there is no finer collaborator. She just directed and choreographed one of the most successful summer productions in the theatre's 20-year history, *Seven Brides for Seven Brothers*. I attribute that to the exceptionally talented cast, but even more so to the command and guidance of their director. Penny's vision, preparedness and attention to detail were exemplary. Her expertise and knowledge of the golden age musicals and her understanding of how the integration of dance allows for the actor to further express themselves, set's her productions apart from other's that I have seen regionally across the country, in my opinion. Furthermore, while so many director/choreographers spend most of their time with the dance numbers, she gives equal to even more attention to the scene work and emotional development of her actors. Ms. Maas spent several years working in the field as a Broadway and National Tour performer. What an asset that is not only as a director and choreographer but as a teacher as well.

Observing her in the rehearsal process can be best described as a master class for the performers. Not only are they absorbing what they need for the production but also the skills that will benefit them for the rest of their careers. She is an intelligent and kind individual who has had the respect from all her casts here at Riverside Center. She exudes leadership and is the consummate team player. I also admire how she has opened opportunities for her students at TCU as they complete their studies or as they go on to pursue their careers. I have hired six of Penny's students here at Riverside Center. All of them hard working, talented consummate professionals. This is truly a testament to level of education they are receiving. Penny has just completed her seventh production at Riverside Center and I look forward to having her back for many future productions. I have seen many guest directors work at Riverside Center and Penny is among the finest. As a producing artistic director, I welcome Ms. Mass's input when thinking of our artistic vision for the future. In my best judgement, I would highly recommend Penny Ayn Mass for a tenured position at TCU as he continues her path toward artistic excellence. She is passionate about her art and she is a tremendous asset to the artistic academic process. Talent goes without saying, but it is the attitude behind the talent that set's the bar. Thank you for your time.

Sincerely,

Patrick A'Hearn  
Producing Artistic Director  
Riverside Center for the Performing Arts  
[artisticdirector@riversidedt.com](mailto:artisticdirector@riversidedt.com)