



Ypsi Arts!

A non-profit arts organization serving the Ypsilanti community for over 20 years.

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LEAP 500, Spring 2018
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Cover Letter

May 8, 2018

Ms. Christine Pelletier
LEAP Institute of the Arts
1778 Campus Delivery
Fort Collins, CO 80523-1778

RE: Ypsi Arts! Portfolio, LEAP 500

Dear Ms. Pelletier,

I am very excited to present to you the portfolio for Ypsi Arts!, highlighting the meaningful work we have accomplished this semester in LEAP 500.

Enclosed you will find my work in transforming the Ypsi Arts! Organization including: our Organizational Story, Case Statement, Mission Statement, Goals, Objectives, Financial Documents, Fundraising Plan, Grant Application, and a sample Project Plan. In addition, I have included documents highlighting my research this semester per your request.

This portfolio demonstrates my skills and learning towards creating an arts organization motivated by a shared mission, achievable goals, and community engagement in the arts. I hope you will find that the additional research included supports my understanding of theory and personal commitment to arts leadership. Upon completion of this coursework I feel very excited to continue my learning in this program, and look forward to obtaining a career in arts leadership and utilizing these skills upon finishing my degree, (although I am sure I will be implementing many as an arts teacher right away!).

Thank you for your time and guidance throughout this class. It is with your thoughtful feedback I have been able to learn the material, refine my skills, and ultimately reflect on my abilities and understandings to grow into the arts leader I hope to become. I hope that you find my work to be of high standards and would consider me to be an asset to any arts organization. If you have any further questions for me please do reach out. I look forward to reading your feedback.

Warmest Regards,

Katie Williams

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Ypsilanti, MI 48198
269-330-2250
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Statement of Learning

Deciding to pursue a degree in Arts Leadership and Cultural Management through Colorado State University has been a personal and career defining decision in my life. The coursework of my first semester, specifically in LEAP 500, has not only solidified my commitment to community engagement in the arts, but also has broadened my skills and theoretical knowledge immensely. Our instructor, Ms. Christine Pelletier, has provided me with thoughtful insight and constructive feedback that in addition to our coursework has helped me grow as an arts leader. I have found the work I completed throughout this semester to be culturally relevant, personally insightful, and up-to-date with the changing times of our world.

As a current visual arts educator I hold a deep commitment to promoting engagement in the arts for all ages, and have a strong belief that communities that participate in the arts are stronger and more unified. You will see this highlighted in my Ypsi Arts! organization's mission, goals, and objectives. I found that this coursework has caused me to reflect on my current abilities, grow my technical skills, and understand the type of leader I want to be for the organization and community I will serve. It has also not only solidified my commitment to working in the arts, but also brought to light a deeper understanding of the important role arts leaders play in our society. I have found value in studying the theories behind leadership, and this rigorous research has helped highlight some of the qualities I aim to embody as an arts leader. Specifically, shared leadership, LMX theory, and adaptive leadership all hold qualities I hope to grow in myself as a leader and manager.

The passion and skills I have honed in on throughout this course will be of value to an arts organization and community in many ways. The practical skills such as mission and goal writing, project planning, budgeting, and fundraising will help lead any arts organization to success. The

emphasis on the creation of these documents, as well as the importance of planning will help guide my priorities in my work. I understand the importance of organizational growth and shared values, and have learned important management strategies in hiring and training employees and creating a positive workplace focused on creativity and collaboration. I will bring a strong theoretical lense and understanding of successful leadership to my position, rooted in building strong relationships, trust, and a shared mission within an organization. This combination of experience, theoretical knowledge and commitment to arts engagement will drive my future work and hopefully have a lasting impact on the communities I will serve.

Organizational Story

“Art and love are the same thing: It’s the process of seeing yourself in things that are not you.” — **Chuck Klosterman**

As the Executive Director of Ypsi Arts!, Katie Williams’s philosophy and history of running the organization can best be summed up in this quote. As a child, Katie grew up in a lower income neighborhood, with little access to arts exposure. Her passion for the arts began when she enrolled in a community based course at the Kalamazoo Institute of the Arts through her local high school. She explains her first experiences as being exciting and eye opening: “I can still remember the smell of the studio, the sound of my footsteps, and the first time I saw real art equipment. The way the art invoked excitement and curiosity as I walked through the gallery on my way to class. I had never felt more inspired. Before this, I didn’t think I could even draw, and I didn’t know places like this even existed. As I began creating, it was almost as if each assignment gave me the opportunity to invoke myself into the materials. It was then and there I was devoted to a career in the arts”. Ypsi Arts! Is devoted to giving artists of all ages the opportunity to experience the arts in this meaningful manner.

Ypsi Arts! was founded in 1987 by Patricia Ericks, one of the first local female entrepreneurs committed to turning the city of Ypsilanti into a hub for the arts. At the time, Ypsilanti was considered a community in turmoil, where outside of the local university most of the residents resided below the poverty line. In addition, Ypsilanti was known for crime and bad politics. Patricia set out on a mission, and purchased the old Ypsilanti train stop station in 1987. It is this building that has today been renovated into the Ypsi Arts! Cultural Center. Currently, we boast a 115 person theater with lobby, a 3,000 sq. ft art gallery, 2 dance studios, 2 rehearsal studios, 5 visual arts studios, and a welcoming ground level community room with kitchen used for hosting events. In addition to what this lovingly preserved historic building offers, our board members and staff are committed to using

this space to offer cutting edge, affordable arts programming for the youth and adults for our local community.

Before passing the torch to Katie, Patricia worked towards the goal of using the arts to turn Ypsilanti into a thriving community. Through years of building partnerships with schools and organizations, and through support from the local neighborhoods and families Ypsi Arts! began to, and is continuing to change our local narrative. Ypsi Arts! Has flourished into an organization of four devoted administrators and four very talented local artist teachers. In addition, Ypsi Arts! is home to five studio artists, and has partnered with the Ann Arbor Improv Group, the Ypsilanti Performers Guild, and the AA Comedy Troupe to deliver memorable workshops and performances for our community. Ypsi Arts! currently partners with Huron University to create meaningful trainings and workshops for arts educators, in a partnership that has drawn educators as far as Chicago to join in their professional development. Thanks to our many private funders and grants, Ypsi Arts! Has been able to provide arts classes like the one Katie had in high school to over 700 local residents a year, and hopes to continue these life changing experiences for years to come.

Ypsi Arts! Has grown into an exciting place to take an art class, see the theater, attend a concert, or learn in a community workshop. It was this vision of blending visual and performing arts, educators and students, artists and the community, that has grown Ypsi Arts! into what it is today. Today, downtown Ypsilanti has undergone a transformation, and once a dangerous neighborhood now has shops, restaurants, festivals, and is continuing to grow more every year. We at Ypsi Arts! look forward to continuing our mission and our work in Washtenaw County. "When we are able to see ourselves in our community and the people in it, it is then that we can truly relate to one another, and begin to make a difference. Arts is a tool for this connection, this reflection that reminds us we are all in this together."- Katie Williams, Executive Director, Ypsi Arts! Cultural Center.

Mission, Goals, & Objectives

Ypsi Arts! A non-profit arts organization serving the Ypsilanti community for over 20 years.

Mission

Ypsi Arts! believes that engaging in the arts helps create vibrant, unified communities.

Goals & Objectives

1. To promote a space for community artists to create and collaborate.
 - a. By November 2018 Ypsi Arts! will create, sign, and maintain five annual art studio leases for local artists.
 - b. In the 2018 calendar year Ypsi Arts! will host at least six events in our gallery space for organizations focused on using the arts to enhance community.
2. To offer affordable arts education programs for youth and adults.
 - a. Throughout the 2018 calendar year Ypsi Arts! will launch the Ypsi Makers Space as an educational offering for child, youth, and adult visual art classes. We will offer twelve sessions of each class (three for each age group) throughout the year, lasting three weeks a piece and serving 720 people (20 people per class, per session).
 - b. Throughout the 2018 calendar year Ypsi Arts! will offer two child and two youth performing arts classes for three weeks, reoccurring for 12 sessions serving 20 students per session, for a total of 480 youth annually.

Case Statement

Ypsi Arts! A non-profit arts organization serving the Ypsilanti community for over 20 years.

Why do the arts matter?

According to a recent compilation of studies on the impact of the arts and learning, *Champions of Change, the Impact of Arts and Learning*, states that “students who participate in the arts outperform their peers on virtually every measure (1999). This quote sums up the potential that arts can have on individual, and then imagine that impact multiplied for a whole community! There is an overwhelming amount of research proving communities that interact with the arts are happier and healthier.

Our Mission

Ypsi Arts! believes that engaging in the arts helps create vibrant, unified communities. In 2018 Ypsi Arts! plans to promote a space for community artists to create and collaborate. By November 2018 Ypsi Arts! will create, sign, and maintain 5 annual art studio leases for local artists. We also plan to host at least 6 events in our gallery space for organizations focused on using the arts to enhance community. Our second goal of 2018 is to enhance arts education in our community by offering affordable arts education programs to youth art adults. Throughout the 2018 calendar year Ypsi Arts! will launch the Ypsi Makerspace as an educational offering for child, youth, and adult visual art classes. We will offer twelve sessions of each class (three for each age group) throughout the year, lasting three weeks a piece and serving 720 people (20 people per class, per session). In addition, Ypsi Arts! will offer two child and two youth performing arts class for three weeks, reoccurring for twelve sessions serving 20 students per session, for a total of 480 youth annually.

What We Do

Ypsi Arts! began with a vision to bridge the economic gap between Ypsilanti and its surrounding communities. By using the arts our goal is to enhance our community, and make it a place where creativity and problem solving can thrive. Our roots lie in social justice, where our passion lies in the

arts. We believe that by using the arts we can impact our community in powerful ways. We value diversity, inclusion, acceptance, and education and work to provide a creative space that supports these values.

Ypsi Arts! Has received outstanding community support and reviews since its founding in 1994. We have worked to maintain and restore our historic building and location downtown, creating a space for the community to collaborate, learn, and enjoy experiences in the visual and performing arts. With support from local corporations and foundations such as DTE Energy, Meijer, Ann Arbor Area Foundation, The National Endowment for the Arts, The John S. and James L. Knight Foundation, The Arts Council, We Love the Arts, and a collection of very generous and supportive individual donors we have been able to create a space that boasts an art gallery and community event space, a theater that partners with LTJ productions, a Makerspace that partners with Eastern Michigan University, as well as dance and artist studios for lease. Ypsi Arts! Cultural Center is truly the only organization of its kind in Washtenaw County, encompassing all facets of the arts for people of all ages, income, and backgrounds.

Who We Are

Ypsi Arts! Is led by Executive Director Katie Williams, who is supported by her Administrative Assistant Dave Hollings. Our educational programming is run by our fabulous program directors Laura Vision and Luke Wellington. We are home to 5 art instructors have a combined over 50 years experience instructing students in the arts. This meaningful work is supported by our 19 board members, Anthony Baker, Angel Avilez, Katie Williams, Steven Hungerford, Lisa Johnson, Al Cox, Regina White, LaDara Green, Ben Couldevier, Felix Alvarez-Ramirez, Chau Xi Fung, Nani Cadlainskiagi, Ronson Brooms, Valeria Cardoza, Randall Sweens, Kristina Wen, Richard Lewis, Linda Gates, and Sonali Desharani.

Why Give?

The current climate in the world *can be scary*. Everyday we hear stories involving violence, racial tensions, economic struggles, and hardships. In a county divided how do we support one another? Ypsi Arts! works to a mission to support its community through creative and collaborative experiences. By using the arts we aim to problem solve ways to come together and unite in a common ground for a common goal: pride in where we are, and accepting one another for where we

are from. For over twenty years Ypsi Arts! has worked to fulfill this mission by maintaining a clean, exciting community space downtown Ypsilanti where the arts can thrive. Your donation will help support a 115 person theater with lobby, a 3,000 sq. ft art gallery, two dance studios, two rehearsal studios, five visual arts studios, and a welcoming ground level community room with kitchen used for hosting events. In addition to what this lovingly preserved historic building offers, your gift will support cutting edge, affordable arts programming for the youth and adults for our local community. We do not take in any revenue from our educational offerings, and are able to offer our arts education programs free of charge. Annually, we serve over 1,000 students in arts education.

Our 2018 fundraising goal is \$195,000. Over half of our revenues comes from fundraising, and without support from generous donors our goals would be unattainable. Please consider a donation today. You can donate directly at our website at www.ypsiarts!.com or by contacting me directly at the information below.

On behalf of our board, staff, volunteers, and students..

Thank you!

Executive Director, Katie Williams
williamsk@ypsiarts!.org
734-756-1553
Ypsi Arts! Cultural Center
500 W. Glenwood Ave.
Ypsilanti, MI 48198

Fundraising Plan

Ypsi Arts! 2018 Fundraising Plan

Fundraising Goal Total: \$195,000.00

Fundraising Goals & Objectives

1. To raise a total of \$50,000 in public support.
 - a. Secure donations from individuals through 2018 totaling at least \$20,000.
 - b. Secure at least \$30,000 in corporate donations in 2018.

2. To raise a total of \$85,000 through grant funding.
 - a. Apply and receive funding totaling \$15,000 from The National Endowment for the Arts in September.
 - b. Apply and receive funding totaling \$15,000 from The Michigan Council for Arts & Cultural Affairs in June.
 - c. Apply and receive funding totaling \$10,000 from The Huron Area Community Foundation in June.
 - d. Apply and receive funding totaling \$25,000 from We Love the Arts in October.
 - e. Apply and receive funding totaling \$15,000 from Ypsilanti Downtown Development in February.

3. To raise \$40,000 through hosting community fundraising events.
 - a. Secure \$20,00 in donations and sales through our Spring Celebration.
 - b. Secure \$20,000 in donations and sales through our Fall Festival.

Timeline

January

- Apply for funding from Edison Energy.
- Send tickets to the Waldorfs for the show Drum World in our theater.

February

- Contact Monroe's Grocery to set up an in person meeting.
- Reach out to the Newman's to visit the Markers Space during a class.
- Applications due: National Endowment for the Arts & Ypsilanti Downtown Development Grant.

March

- Invite Joyce Jones to a performing arts class.
- Finish Application for the We Love the Arts Grant.
- Schedule a meeting with Edison Energy to follow up.
- Schedule a lunch with the Waldorfs.

April

- Secure Funds from the Waldorfs.
- Secure funds from Monroe's Grocery.
- Application due for the Michigan Council for Arts & Cultural Affairs and the Huron Area Community Foundation grant.

May

- Board Member Fundraising Due.
- Hold Spring Celebration.

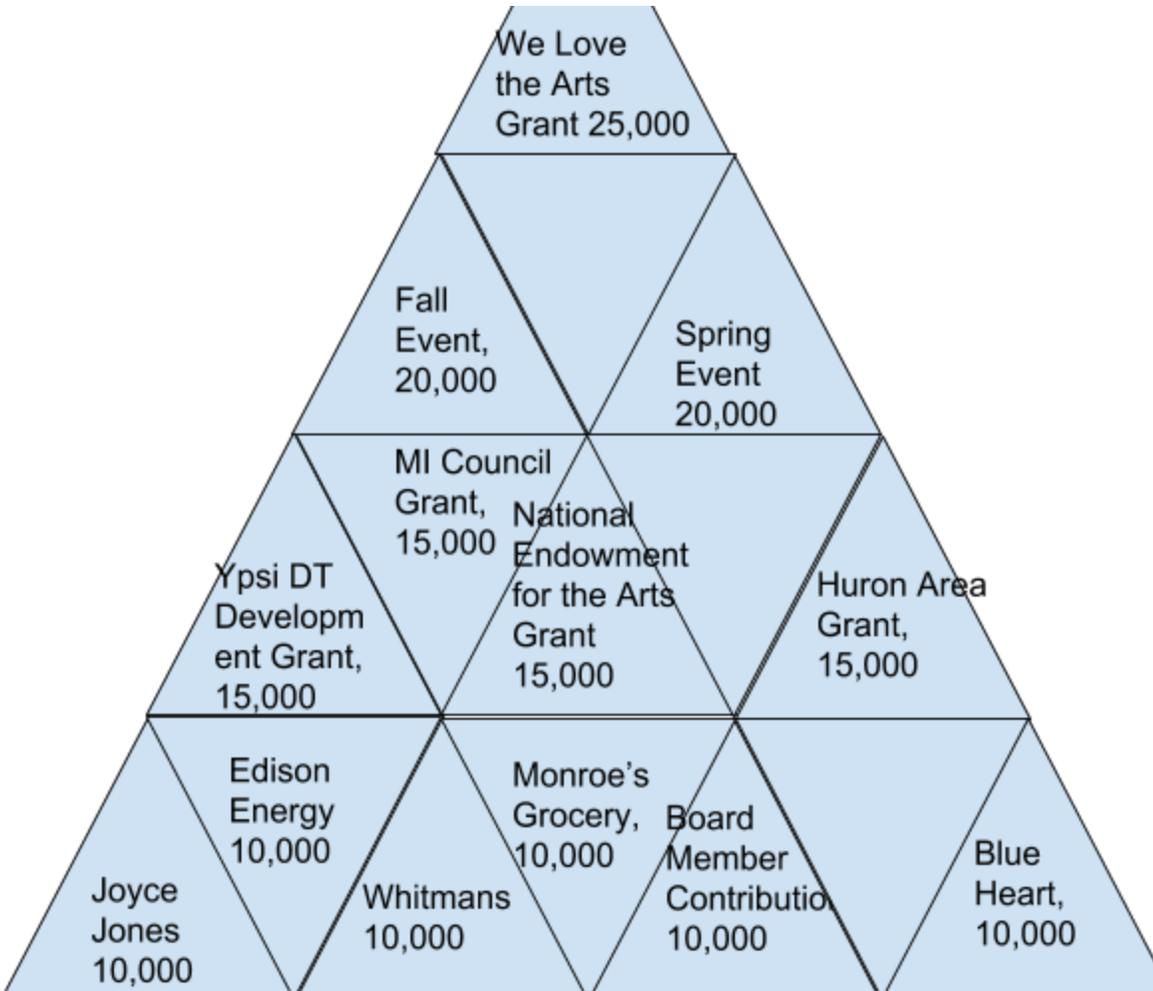
June-August

- Follow up with all all donors. If have not donated, try again. If have, send proper thank yous.
- Application due by end of July for We Love the Arts grant.

August-December

- August: revise fundraising plan. Update amounts donated and funds needed still.
- Check requirements and dates and complete evals and follow up reports for grants received.
- Host Fall Festival Fundraising Event.
- Second round of board member donations due by the end of the year.

Pyramid



Dossier

Corporate Donors:

1. Edison Energy
 - a. \$10,00 to support educational programming
 - b. Business: Edison Energy is a Detroit-based diversified energy company involved in the development and management of energy-related businesses and services nationwide. Its operating units include an electric utility serving 2.2 million customers in Southeastern Michigan and a natural gas utility serving 1.3 million customers in Michigan. The Edison Energy portfolio includes non-utility energy businesses focused on power and industrial projects, natural gas pipelines, gathering and storage, and energy marketing and trading.”
 - c. www.edisonenergy.com
 - d. Location: Southeast Michigan
 - e. Current Financial Status:
 - i. Operating Revenues \$10.6 billion
 - ii. Net Income \$838 million
 - iii. Assets \$32.0 billion
 - iv. Diluted Earnings per Share \$4.83
 - f. Interests & Motivations: “The Edison Energy Foundation drives economic prosperity in our communities by investing in signature programs and initiatives. We support skills-training, environmental initiatives, cultural opportunities as well as local and statewide events. The funds for these programs are predetermined and provided annually.”
 - g. Past contributions: Edison Energy gives an overwhelming amount of community contributions to counties and programs all over Michigan annually, many of which focus on the arts and education. Some of which include The Detroit Institute of Arts, The Detroit Symphony Orchestra, and Art Prize!. They also offer smaller grants to schools and educational programming. Total they have donated over 15 million in grants to nonprofits and community organizations. EE also owns a performance venue and sponsors many arts related community events. EE will also match up to \$5,000 in donations for community cultural programs.
 - h. Contact
 - i. website: www.edisonenergy.com
 - ii. Phone: Chuck Harlets, Director of Community Programming, 313-876-7865
 - iii. Address: 876 West Maple Dr. Detroit, MI 48198
 - i. Person Responsible: Executive Director/Administration Assistant
 - j. Contact Dates
 - i. Initial Contact: Request/Apply for Funding in January
 - ii. Follow up on application: February
 - iii. Set up meeting to discuss match donations: March

2. Monroe's Grocery

- a. \$10,000 to support educational programming
- b. Business: Monroe's Grocery is a grocery chain started in West Michigan that currently has locations throughout the Midwest. Their values are customers, family, and health. Monroe's is behind the Monroe Gardens Sculpture Park in Grand Rapids, MI and a long time supporter of the arts. The Monroe Foundation supports the local art museums and sculpture park in Grand Rapids.
- c. Location: West Michigan
- d. Current Financial Status: \$15 billion in sales
- e. Interests & Motivations: Fred Monroe and his wife were devoted supporters of arts and education and enhancing their communities. Their foundation continues to support their communities as well as many donations and grants.
- f. Past contributions: Monroe supports the arts through the Monroe Foundation funding museums and their sculpture park. Monroe sponsors many events and community contests that are related to the arts including the Black History Month art scholarship contest. Monroe also offers a huge amount of scholarships annually:
<http://monroecommunity.com/community-needs/education/>
- g. Contact
 - i. Rick Keys, CEO. Corporate headquarters: Phone: 616-453-6711
 - ii. <http://monroecommunity.com/partner-with-us/>
- h. Person Responsible: Board Member, Felix Alvarez-Ramirez
- i. Contact Dates
 - i. Set up meeting February 2018
 - ii. Secure funds by April 2018

Individual Donors:

1. Marina Waldorf

- a. \$5,000 towards community events
- b. Occupation & Degree:
 - i. Professor @ U of M in Business Administration
 - ii. Automobile Executive, GM
 - iii. Doctorate from EMU
- c. Location: Ann Arbor, MI
- d. Income: unknown
- e. Giving History: Receiving the Philanthropic medal from the Arts Alliance
<http://wemu.org/post/creativeimpact-philanthropy-arts-marina-waldorf>
- f. Contact:
 - i. EMAIL: marinaw@umich.edu
 - ii. PHONE: (734) 763-4173
- g. Person Responsible: Board Member, Regina White

h. Contact Date: Send tickets to show in January, follow up immediately for meeting.

2. Michael and Christina Whitman

a. \$10,000 toward educational programming

b. Occupation & Degree: Property Investment

c. Location: Ann Arbor, MI

d. Income: unknown

e. Giving History: The Newmans are members of The Next Generation Philanthropist Group, part of the Huron Area Community Foundation. They work with a group of donors to select nonprofits to donate money to. This organization has donated over \$84,000 to local nonprofits.

f. Contact:

i. <https://www.linkedin.com/in/michaelnewman>

ii. <https://www.linkedin.com/in/christinaneuman>

iii. apply online through website:

<https://www.aaacf.org/Grants-Scholarships/Grantee-FAQs-How-to-Apply>

g. Person Responsible: Executive Director

h. Contact Date: February 2018

3. Joyce Jones

a. \$10,000 toward community engagement including building upgrades for theater performances and gallery shows

b. Occupation & Degree: Retired Hamtack Television Network. Joyce was one of the only female employees in the company, and later in her career was devoted to reaching out to minorities and women to work in her business.

c. Location: Ann Arbor, MI

d. Income: unknown

e. Giving History: Joyce donates to community organizations that revolve in education. She currently is funding the Community Now Art & Design program in Ann Arbor and helps to support the Children's Literacy Network.

f. Contact: joycejoans@aol.com

g. Person Responsible: Admin Assistant, Dave Hollings

h. Contact Dates

i. March 2018 invite to Markers Space Class

ii. April 2018 Follow Up Meeting

iii. June 2018 Secure Funds

Financial Documents

Ypsi Arts! 2018 Annual Budget

| Ypsi Arts! Annual Budget 2018 | |
|--|-------------|
| <u>Expenses</u> | |
| <i>Salaries</i> | |
| Executive Director | \$60,000.00 |
| Part Time Performing Arts Program Director (20 hours/wk) | \$28,000.00 |
| Part Time Art Education Program Director (20 hours/wk) | \$28,000.00 |
| Part Time Administrative Assistant (30 hours/wk) | \$26,000.00 |
| Performing Arts Instructors (2) | |
| \$25.00/hour @ 6 hours/wk for 36 weeks | \$10,800.00 |
| Visual Arts Teachers (3) | |
| \$25.00/hour @ 6 hours/wk for 36 weeks | \$16,200.00 |
| Additional work hours for special events (5 teachers) | |
| \$25.00/hour @ 24 hours | \$3,000.00 |
| Custodial Staff (8 hours/wk) | \$12,480.00 |
| <i>Administrative Expenses</i> | |
| Payroll Tax | \$12,000.00 |
| Accounting | \$6,000.00 |
| Workman's Compensation Insurance | \$2,000.00 |
| Internet & Phone | \$3,300.00 |
| Office Supplies | \$2,000.00 |
| Fundraising Events | \$5,000.00 |
| Website & Social Media | \$3,806.00 |
| Advertising | \$1,200.00 |
| <i>Facility Expenses</i> | |
| Utililites | \$13,500.00 |

| | |
|--|---------------------|
| Building Updates & Repairs | \$20,779.00 |
| Waste Management | \$1,680.00 |
| Property Insurance | \$8,000.00 |
| | |
| <i>Program Expenses</i> | |
| Visual Art Supplies | \$1,600.00 |
| Performing Arts Supplies | \$800.00 |
| | |
| Total Expenses | \$266,145.00 |
| | |
| Revenues | |
| <i>Public Support</i> | |
| Individual Contributions | \$20,000.00 |
| Corporate Contributions | |
| Edison Energy | \$10,000.00 |
| Blue Heart | \$10,000.00 |
| Monroe's | \$10,000.00 |
| Board Member Contributions | \$10,000.00 |
| Fundraising Events | \$40,000.00 |
| <i>Grants</i> | |
| National Endowment for the Arts | \$15,000.00 |
| Michigan Council for Arts & Cultural Affairs | \$15,000.00 |
| We Love the Arts Grant (Operational) | \$25,000.00 |
| Ypsilanti Downtown Development | \$15,000.00 |
| Huron Area Community Foundation | \$15,000.00 |
| <i>Program Services</i> | |
| Theater Shows | \$26,000.00 |
| Dance Studio Rental | \$18,000.00 |
| Artist Studio Rentals | \$7,745.00 |
| Gallery Rental | \$15,000.00 |
| <i>In Kind Donations</i> | |
| Donated Services for building maintenance | \$14,400.00 |
| Donated Materials for maintenance and events | \$3,600.00 |
| | |
| Total Income | \$266,145.00 |

Ypsi Arts! Income Statement July 1, 2018

| Revenues | | Expenses | |
|--|------------------|--|------------------|
| Cash | | Salaries | |
| Cash in bank: | \$55,061 | Executive Director, \$30,000 | |
| Fundraising | | Performing Arts Director, \$14,000 | |
| Spring Fundraising Event | \$20,000 | Educational Programming Director, \$14,000 | |
| <i>Donations</i> | | Administrative Assistant, \$13,000 | |
| Maria Waldorf | \$5,000 | Performing Arts Instructors \$5,400 | |
| Michael & Christina Whitman | \$10,000 | Visual Arts Teachers | |
| Joyce Jones | \$10,000 | \$8,100 | |
| Monroe's Grocery | \$10,000 | Spring Event Payroll | \$1,500 |
| Quarterly Board Member Contributions | \$5,000 | Custodial Staff | \$6,240 |
| <i>Grants</i> | | Administrative Expenses | |
| Michigan Council for Arts & Cultural Affairs | \$15,000 | Taxes | \$6,000 |
| Huron Area Community Foundation | \$10,000 | Accounting | \$3,000 |
| Ypsilanti Downtown Development | \$15,000 | Insurance | \$5,000 |
| Program Services | | Advertising | \$600 |
| Theater Shows | \$6,500 | Website & Social Media | \$1,903 |
| Studio Rentals | \$12,870 | Facility Expenses | |
| Gallery Rentals | \$7,500 | Internet & Phone | \$1,650 |
| | | Building Utilities | \$6,750 |
| | | Waste Management | \$840 |
| | | Materials | |
| | | Educational Programming Supplies | \$1,200 |
| | | Office Supplies | \$1,000 |
| | | Additional Payments | |
| | | Spring Fundraising Event | \$2,500 |
| Total Revenues: | \$181,931 | Total Expenses: | \$122,683 |

Ypsi Arts! Cash Flow 2018

| Ypsi Arts! Cash Flow 2018 | JAN | FEB | MAR | APR | MAY | JUNE | JULY | AUG | SEPT | OCT | NOV | DEC |
|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Deposits | | | | | | | | | | | | |
| Donations | | | | | | | | | | | | |
| Maria Waldorf | | | | | | | \$10,000 | | | | | |
| Newmans | | | | | \$5,000 | | | | | | | |
| Joyce Jones | | | \$10,000 | | | | | | | | | |
| Edison Energy | | | | | | | | | | | | |
| Blue Heart Insurance | | | | | | | | | | | | |
| Monroe's Grocery | | | | \$10,000 | | | | | | | | |
| Board Member Contributions | | | \$2,500 | | | \$2,500 | | | \$2,500 | | | \$2,500 |
| Grants | | | | | | | | | | | | |
| National Endowment for the Arts | | | | | | | | | \$15,000 | | | |
| Michigan Council for Arts & Cultural Affairs | | | | | | \$15,000 | | | | | | |
| We Love the Arts (Operational) | | | | | | | | | | \$25,000 | | |
| Huron Area Community Foundation | | | | | | \$10,000 | | | | | | |
| Ypsilanti Downtown Development | | \$15,000 | | | | | | | | | | |
| Program Services & Events | | | | | | | | | | | | |
| Theater Shows | | \$6,500 | | | | | | \$6,500 | | \$6,500 | | \$6,500 |
| Dance Studio Rental | \$1,500 | \$1,500 | \$1,500 | \$1,500 | \$1,500 | \$1,500 | \$1,500 | \$1,500 | \$1,500 | \$1,500 | \$1,500 | \$1,500 |
| Artist Studio Rentals | \$645 | \$645 | \$645 | \$645 | \$645 | \$645 | \$645 | \$645 | \$645 | \$645 | \$645 | \$645 |
| Gallery Rentals | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 |
| Spring Fundraising Event | | | | | \$20,000 | | | | | | | |
| Winter Fundraising Event | | | | | | | | | | | \$20,000 | |
| Total | \$3,395 | \$24,895 | \$15,895 | \$13,395 | \$28,395 | \$30,895 | \$13,395 | \$9,895 | \$20,895 | \$34,895 | \$23,395 | \$12,395 |
| Cash On Hand | \$53,395 | \$56,864 | \$51,346 | \$43,728 | \$53,210 | \$65,192 | \$55,061 | \$46,043 | \$48,025 | \$61,907 | \$43,110 | \$36,592 |
| Expenses Paid | | | | | | | | | | | | |
| Payroll | \$15,373 | \$15,373 | \$15,373 | \$15,373 | \$15,373 | \$15,373 | \$15,373 | \$15,373 | \$15,373 | \$15,373 | \$15,373 | \$15,373 |
| Insurance & Taxes | \$1,833 | \$1,833 | \$1,833 | \$1,833 | \$1,833 | \$1,833 | \$1,833 | \$1,833 | \$1,833 | \$1,833 | \$1,833 | \$1,833 |
| Accounting | | | \$1,500 | | | \$1,500 | | | \$1,500 | | | \$1,500 |
| Utilities | \$1,540 | \$1,540 | \$1,540 | \$1,540 | \$1,540 | \$1,540 | \$1,540 | \$1,540 | \$1,540 | \$1,540 | \$1,540 | \$1,540 |
| Office Supplies | \$167 | \$167 | \$167 | \$167 | \$167 | \$167 | \$167 | \$167 | \$167 | \$167 | \$167 | \$167 |
| Educational Programming Supplies | | | \$600 | | | \$600 | | | \$600 | | | \$600 |
| Advertising, Website, & Social Media | \$2,513 | | | | | \$2,513 | | | | | | |
| Fundraising Costs | | \$2,500 | | | | | | | | \$2,500 | | |
| Building Repairs | | | | | | | | | | \$20,779 | | |
| Total | \$21,426 | \$21,413 | \$21,013 | \$18,913 | \$18,913 | \$23,526 | \$18,913 | \$18,913 | \$21,013 | \$42,192 | \$18,913 | \$21,013 |

Ypsi Arts! Balance Sheet

| | |
|---|-----------|
| Assets | |
| Cash on Hand | \$53,210 |
| Building | \$465,000 |
| Furniture | \$7,650 |
| Equipment (Printing Press, Kiln, Lighting Rig, System) | 24,450 |
| Art Supplies (brushes, brayers, consumables, aprons) | \$3,000 |
| Performing Arts Costumes | \$1,500 |
| Office Equipment & Supplies (printer, phones, cartridges, paper, 2 computers) | \$10,500 |
| <i>Grants</i> | |
| Monroe's Grocery Grant | \$10,000 |
| Ypsilanti Development Downtown Grant | \$15,000 |
| Huron Area Community Foundation | \$10,000 |
| Michigan Council for Arts & Cultural Affairs | \$15,000 |
| <i>Individual Contributions</i> | |
| Maria Waldorf | \$5,000 |
| Michael & Christina Whitman | \$10,000 |
| Joyce Jones | \$10,000 |
| Board Member Contributions | \$5,000 |
| <i>Program Services</i> | |
| Theater Shows | \$6,500 |
| Studio Rentals | 12,870 |

| | |
|---------------------------------------|------------------|
| Gallery Rentals | \$7,500 |
| Total Assets | \$672,180 |
| Liabilities | |
| Executive Director Salary | \$60,000 |
| Performing Arts Director Salary | \$28,000 |
| Art Education Program Director Salary | \$28,000 |
| Administrative Assistant Salary | \$26,000 |
| Performing Arts Instructors Salaries | \$10,800 |
| Visual Arts Teachers Salaries | \$16,200 |
| Custodial Staff | \$12,480 |
| Payroll Tax | \$12,000 |
| Accounting | \$6,000 |
| Insurance | \$2,000 |
| Internet and Phone | \$3,300 |
| Office Supplies | \$2,000 |
| Website and Social Media | \$3,806 |
| Utilities | \$13,500 |
| Waste Management | \$1,680 |
| Property Insurance | \$8,000 |
| Total Liabilities | \$228,466 |

Grant Application

March 2, 2018



A non-profit arts organization serving the Ypsilanti community for over 20 years.

500 W. Glenwood Ave.
Ypsilanti, MI 48198
598-567-324
EIN 74-8762367

Dear We Love The Arts Council,

Ypsi Arts! Cultural Center is a 501C(3) nonprofit organization serving Washtenaw County. Ypsi Arts! believes that the arts create vibrant, unified communities. We respectfully requests a grant of \$25,000 to support our organization's mission and goals.

Ypsi Arts! is the only cultural center in located in the city of Ypsilanti, and is the only facility of it's kind in Washtenaw county, offering a variety of performance and visual art experiences for local residents. For over 20 years Ypsi Arts! has developed creative programming and art events that we believe make a more vibrant, unified community. This grant would support our mission by supplying fundraising costs for the fiscal year. The income made from our fundraising events pays for our performing and visual arts educational programming, serving over 1,000 youth and adult students in Washtenaw County that might otherwise not have this opportunity. This grant will also cover our advertising and website expenses for 2018. Our number one source for communication and outreach is through our website and social media advertising, without which we would not be having the continued growth in involvement we have been experiencing. And lastly, this grant would help us to maintain a clean and well kept facility. This is crucial to our mission, as we work to offer only the best space for arts experiences to our community.

Thank you for your time and consideration in this proposal. Our board members are very excited as we embark on our 24th year showing a positive growth trend in participation and community involvement in the arts here in Ypsilanti. We are committed to securing a 1:1 match on the funds received through this grant. Your support is an essential part of allowing us to build up Ypsilanti as an innovative, inspired city. We look forward to speaking with you, and if you have any questions you may contact us at 734-756-1553.

Sincerely,

A rectangular box containing a faint, illegible signature, likely of Katie Williams.

Katie Williams
Executive Director, Ypsi Arts! Cultural Center



A non-profit arts organization serving the Ypsilanti community for over 20 years.

500 W. Glenwood Ave.
Ypsilanti, MI 48198
598-567-324
EIN 74-8762367

Primary Contact: Katie Williams, Executive Director

Amount Requested: \$25,000

Ypsi! Arts believes that engaging in the arts helps create vibrant, unified communities. We seek to serve our local community by offering a space for collaboration and arts education. Annually, we offer programs that educate over 1,000 students, and are home to one of the only facilities in Washtenaw County combining space for professionals, community members, and student artists alike to celebrate and share culture.

For over twenty years Ypsi Arts! has worked to fulfill this mission by maintaining a clean, exciting community space downtown Ypsilanti where the arts can thrive. Currently, we boast a 115 person theater with lobby, a 3,000 sq. ft art gallery, two dance studios, two rehearsal studios, five visual arts studios, and a welcoming ground level community room with kitchen used for hosting events. In addition to what this lovingly preserved historic building offers, our board members and staff are committed to using this space to offer cutting edge, affordable arts programming for the youth and adults for our local community. In reading our budget you will notice we do not take in any revenue from our educational offerings, and are able to offer free scholarships to students in need for classes.

According to the US Census Ypsilanti is the only city in Washtenaw County with a median household income lower than the median household income for the state of Michigan. Ypsilanti struggles to offer its residents the cultural programming they deserve and is surrounded by cities with a *much* higher household income such as Ann Arbor, Dexter, and Saline. The range of distribution of wealth in the area is noticeable, as well as the cost of living in the neighboring cities, leaving other residents of Washtenaw County, not just Ypsilanti, unable to find affordable arts programming and experiences for their families. Ypsi Arts! Cultural Center believes the arts should be accessible for people of all

incomes and backgrounds, and is committed to bridging the gap in cultural offerings and experiences for our community.

With this grant we will be able to continue to provide arts experiences for those might not have the opportunity otherwise. We are the only arts organization and creative space within the city of Ypsilanti, and this grant is significant in the funding needed to improve and grow our organization.

Specifically the money will be used towards:

- Hiring a custodial employee once a week for an eight hour work day to maintain the facility and grounds of the building. Annually, this service will cost the organization \$12,480.00. This is a large expense for our organization to take on, but we find it is necessary in maintaining the high level of facility we are inclined to offer. It is not enough for our administrative assistant to handle the basic tasks daily. This beautiful historic building requires deep cleaning, as well as the charming local grounds deserve upkeep outdoors as well.
- Fundraising. Annually we budget for \$5,000.00 for fundraising expenses. This is crucial to the existence of our organization. With this money we host two annual fundraising events in which we share our mission and promote the arts in our community. Last year we were able to take in a revenue of \$40,000.00 in funds raised through these events as well as our advertising campaigns. This money is used to cover necessary expenses for our educational programs including teacher's salary and community events.
- Advertising. In conjunction with the fundraising events, advertising is an important part of our fundraising plan. Last year we spent \$5,000 in advertising expenses including our website expenses and social media presence. Without these necessities our organization would be unable to spread its message and promote what we do.
- Office Supplies. These are a necessity to the organization's operating expenses and fundraising capabilities. They total us \$2,000.00 annually and without them we would be incapable of operating a successful office, gallery, and studio management service.

In 2018 our goal is to maintain, and update the leasing and use of our creative spaces to continue to offer arts and cultural programming, as well as a creative space for community collaboration for the residents of Washtenaw county. We aim to use the income from our creative spaces to offer space free of charge to programming geared towards community improvement and collaboration. In addition, we will be launching affordable arts educational programming for youth and adults. The money from this grant is an integral part of our financial plan in fundraising, advertising, and grounds upkeep costs that will go directly towards achieving the goals below.

Specifically, our 2018 goals objectives are:

1. To promote a space for community artists to create and collaborate.
 - a. By November 2018 Ypsi Arts! will create, sign, and maintain five annual art studio leases for local artists.
 - b. In the 2018 calendar year Ypsi Arts! will host at least six events in our gallery space for organizations focused on using the arts to enhance community.
2. To offer affordable arts education programs for youth art adults.
 - a. Throughout the 2018 calendar year Ypsi Arts! will launch the Ypsi Makerspace as an educational offering for child, youth, and adult visual art classes. We will offer twelve sessions of each class (three for each age group) throughout the year, lasting three weeks a piece and serving 720 people (20 people per class, per session).
 - b. Throughout the 2018 calendar year Ypsi Arts! will offer two child and two youth performing arts class for three weeks, reoccurring for 12 sessions serving 20 students per session, for a total of 480 youth annually.

Ypsi Arts! Is composed of an Executive Director, Katie Williams, and our administrative assistant Dave Hollings, who works with Katie to organize, schedule, and maintain our gallery space, studio leases, and communications. Katie has a background in Visual Arts Education, where she worked as an art teacher for the past 10 years in elementary and high schools. Dave Hollings comes to us from a culinary background where creating globally inspired cuisine was his form of art. We are proud to introduce two very talented curriculum directors, Laura Vision and Luke Wellington. Luke comes from a performing arts background where he studied at music at the University of California in Berkeley. Laura graduated with an MFA in Community Arts Programming from the University of Michigan STAMPS school of Art & Design and has been the lead on a variety of local programs including

designing a playground for the Ann Arbor Writers' Academy. Both work closely with our five talented art instructors all coming from a combined total of over 50 years experience to build our educational programming for the community. We offer inquiry based programs that focus heavily on the design process as it relates to both visual and performing arts. According to a study by the National Endowment for the Arts, "In a well-documented national study using a federal database of over 25,000 middle and high school students, researchers from the University of California at Los Angeles found students with high arts involvement performed better on standardized achievement tests than students with low arts involvement. Moreover, the high arts-involved students also watched fewer hours of TV, participated in more community service and reported less boredom in school." These is an overwhelming agreeance based upon studies similar to this one for the need of arts education within our communities.

In addition to our staff, Ypsi Arts! Is home to an impressive panel of board members, totaling 19 members. Starting in 1994, Ypsi Arts! began with a board committed to diversity, equity, and inclusion. To highlight a few members we are proud to introduce Anthony Baker, the owner and entrepreneur of Baker Enterprises. Anthony started Baker Enterprises, a recording studio devoted to the equality and representation of African Americans in local music. Baker Enterprises now has signed over 10 recording artists, 4 of which are currently on national tours. We are honored to have Anthony serve on our board, and his experience is crucial to the success of our performing arts programming. Angel Avilez hails from Mexico City, and has created art all over the United States, exhibiting in large cities like Chicago, New York, LA, New Orleans, and our loving neighbor Detroit. Angel's art shares a message of social justice with her viewers, and we are delighted to have her input in equity and accessibility for our organization, as well as to our visual arts programming. A complete list of our board members all of whom have devoted their careers to the arts and local business is as follows: Anthony Baker, Angel Avilez, Katie Williams, Steven Hungerford, Lisa Johnson, Al Cox, Regina White, LaDara Green, Ben Couldevier, Felix Alvarez-Ramirez, Chau Xi Fung, Nani Cadlainskiagi, Ronson Brooms, Valeria Cardoza, Randall Sweens, Kristina Wen, Richard Lewis, Linda Gates, and Sonali Desharani.

Our staff and board members work diligently to serve Ypsilanti and our county with the best art experiences and educationally programming we can offer. Last year we made two exciting partnerships, one with LTJ productions, and the other with the Eastern Michigan University Makerspace. This brand new EMU partnership will be used to help create our visual arts

programming highlighted in the goals portion of the application, and will reach over 700 students. LTJ productions has made our theater their home, and last year alone presented 13 stunning theater performance totaling \$26,000 in revenue for Ypsi Arts! to use to enhance our community programming. Our gallery has had thousands of visitors annually, and has offered our community enriching experiences by hosting local and national artists such as Vern Apox and Ellen Shan. Our gallery also has offered events annually such as DIY Yips! Art Fair, and the Arts, Beats, and Eats festival. Through our gallery shows we have been able to raise \$15,000.00 to update and help restore our historic building. These successes and more have help enhance the Ypsilanti Community and put us on the map as a location to visit for creative experiences.

We assess our programs and organization annually, first beginning with a needs assessment for our community at the beginning of the year. Ypsi Arts! believes that to serve our community a strong understanding of its members needs and values is at the root of our success. Upon completion of a needs assessment Ypsi Arts! uses a variety of evaluation criteria including but not limited to member surveys, financial data, and student assessments. We look forward to sharing our annual evaluations and report with you.

Lastly, below you will find our 2018 annual budget for consideration. Note the contribution of your grant is a large portion of our revenue, matched by significant corporate contribution and support from our local corporations.

| Ypsi Arts! Annual Budget 2018 | |
|---|-------------|
| <u>Expenses</u> | |
| <i>Salaries</i> | |
| Executive Director | \$60,000.00 |
| Part Time Performing Arts Program Director (20 hours/wk) | \$28,000.00 |
| Part Time Art Education Program Director (20 hours/wk) | \$28,000.00 |
| Part Time Administrative Assistant (30 hours/wk) | \$26,000.00 |
| Performing Arts Instructors (2) | |
| \$25.00/hour @ 6 hours/wk for 36 weeks | \$10,800.00 |

| | |
|---|---------------------|
| Visual Arts Teachers (3) | |
| \$25.00/hour @ 6 hours/wk for 36 weeks | \$16,200.00 |
| Additional work hours for special events (5 teachers) | |
| \$25.00/hour @ 24 hours | \$3,000.00 |
| Custodial Staff (8 hours/wk) | \$12,480.00 |
| | |
| <i>Administrative Expenses</i> | |
| Payroll Tax | \$12,000.00 |
| Accounting | \$6,000.00 |
| Workman's Compensation Insurance | \$2,000.00 |
| Internet & Phone | \$3,300.00 |
| Office Supplies | \$2,000.00 |
| Fundraising Events | \$5,000.00 |
| Website & Social Media | \$3,806.00 |
| Advertising | \$1,200.00 |
| | |
| <i>Facility Expenses</i> | |
| Utilities | \$13,500.00 |
| Building Updates & Repairs | \$20,779.00 |
| Waste Management | \$1,680.00 |
| Property Insurance | \$8,000.00 |
| | |
| <i>Program Expenses</i> | |
| Visual Art Supplies | \$1,600.00 |
| Performing Arts Supplies | \$800.00 |
| | |
| Total Expenses | \$266,145.00 |
| | |
| <u>Revenues</u> | |
| <i>Public Support</i> | |
| Individual Contributions | \$20,000.00 |
| Corporate Contributions | |

| | |
|--|---------------------|
| Edison Energy | \$10,000.00 |
| Blue Heart | \$10,000.00 |
| Monroe's Grocery | \$10,000.00 |
| Board Member Contributions | \$10,000.00 |
| Fundraising Events | \$40,000.00 |
| | |
| <i>Grants</i> | |
| National Endowment for the Arts | \$15,000.00 |
| Michigan Council for Arts & Cultural Affairs | \$15,000.00 |
| We Love the Arts Grant (Operational) | \$25,000.00 |
| Ypsilanti Downtown Development | \$15,000.00 |
| Ann Arbor Area Community Foundation | \$15,000.00 |
| | |
| <i>Program Services</i> | |
| Theater Shows | \$26,000.00 |
| Dance Studio Rental | \$18,000.00 |
| Artist Studio Rentals | \$7,745.00 |
| Gallery Rental | \$15,000.00 |
| | |
| <i>In Kind Donations</i> | |
| Donated Services for building maintenance | \$14,400.00 |
| Donated Materials for maintenance and events | \$3,600.00 |
| | |
| Total Income | \$266,145.00 |

Culturally Responsive Teaching

A teacher workshop focused on innovative teaching strategies for the inclusion of all students.

Ypsi Arts!
Cultural Center

**Huron
University**

 734-756-1553

 williamsk@ypsiarts.org
www.workshopinfo.ypsiarts.org

 500 W. Glenwood
Ave. Ypsilanti, MI
48198

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Project Summary

Event: Culturally Responsive Teaching Workshop

Event Date: June 1st, 2018

Event Time: 8:30 AM - 4:30 PM

Location: Ypsi Arts! Cultural Center Community Room, 500 W. Glenwood Ave.
Ypsilanti, MI 48198

Event Overview:

Ypsi! Arts Cultural Center in partnership with Huron University will host a one day workshop for visual and performing arts educators focused on culturally responsive teaching. This event will introduce the concept of CRT, provide strategies and resources for teachers to begin practicing CRT in their classrooms, and include time for reflection and discussion amongst participants. Lunch and a light breakfast will be provided. Parking is located outside of the venue behind the main building on Park St. Tickets will be \$40 per person registered in advance.

Problem Statement:

Today's classrooms are home to a diverse student population, many of which have varying backgrounds, languages, and cultures, and our educators receive little to no training on how to create and instruct in an environment of inclusion for all.

Mission, Goals, & Objectives

Mission:

Ypsi Arts! values the diversity of our community and believes teachers require proper training to offer every student an inclusive education.

Project Goals:

- To introduce the concepts of culturally relevant teaching and inclusion to arts educators.
- To share effective strategies and best practices specifically in the arts that promote inclusive learning.
- To promote diversity and acceptance for all within our schools and community.

Objectives:

- To register 60 participants in Washtenaw County by May 25th, 2018.
- To create a workshop that introduces CRT to art teachers, provides time for self reflection, and allows for time to meet with other arts teachers in their field and discuss the workshop content.
- To have 2 experts present 2 sections of cohesive instruction: one section before lunch and one section after building on the content and learning and content from the morning session.
- To share best practices and teaching strategies for teachers to begin implementing CRT immediately following the workshop.

Team Members & Work Requirements

Project Team:

| Name | Position | Phone Number | Email Address |
|---------------|----------------------------------|--------------|--------------------------|
| K. Williams | Project Manager | 269-330-2250 | williamsk@ypsiarts.org |
| D. Hollings | Team Member | 734-876-9786 | hollingsd@ypsiarts.org |
| L. Vision | Team Member | 734-875-8234 | visionl@ypsiarts.org |
| L. Wellington | Team Member | 734-923-1667 | wellingtonl@ypsiarts.org |
| S. Saunders | Huron University (Instructor) | 563-678-8967 | saunderss@huronu.org |
| D. Bell | Huron University (Instructor) | 269-756-4534 | belld@huronu.org |

Work Requirements:

- Two instructors from the University
- Up to 60 participants
- Venue Space and Seating
- Marketing Plan

Deliverables

- Curriculum
 - Workshop Schedule
 - Presentation Handouts
 - Notecards and post its
 - Nametags
- Event Space
 - Technology: laptop, sound system, projector
 - Tables & Chairs
 - Coffee and pastries
 - Lunch catering
 - Thank you's
- Marketing
 - Posters and Flyers
 - Press release
 - Social media posts
 - Emails to School Districts

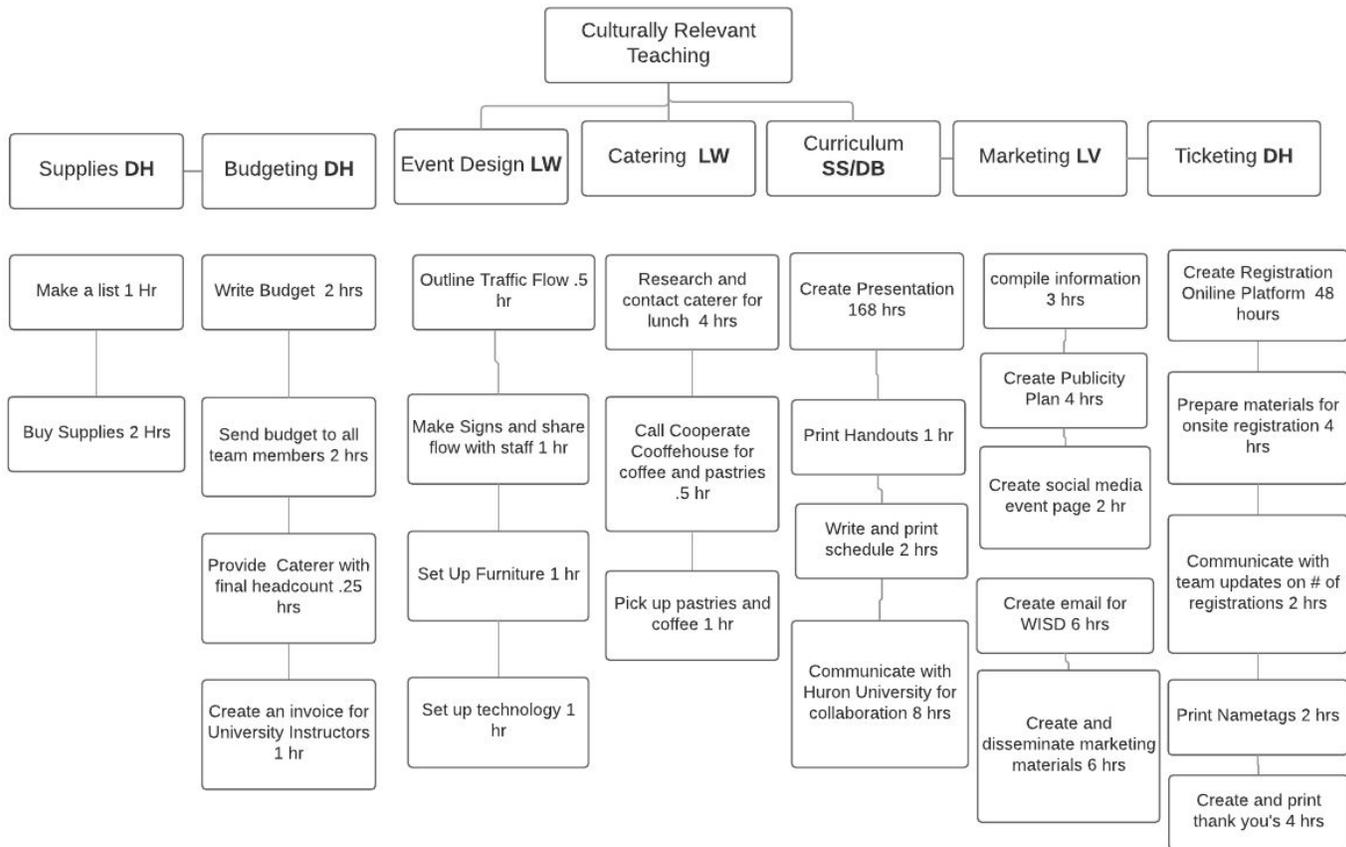
Resources

- Ypsi Arts! Community Room & furniture (including kitchen)
- Ypsi Arts! Volunteer List & Fundraising Resources
- Washtenaw County ISD
- Huron University College of Fine Arts
- Huron University College of Ed.
- Huron University Center for Research on Teaching & Learning
- Cooperate Coffeehouse
- Lasmee Printing Co.

Task Assignments

| Task | KW | DH | LV | LW | SS | DB |
|--------------------------|----|----|----|----|----|----|
| Budgeting | | X | | | | |
| Event Design | | | | X | | |
| Venue | | | | X | | |
| Schedule | | | | | X | X |
| Curriculum | | | | | X | X |
| Workshop Printing | | X | | | | |
| Supplies | | X | | | | |
| Set Up/Tear Down | | X | X | X | | |
| Marketing | | | X | | | |
| University Communication | | | X | | | |
| Catering | | | | X | | |
| Ticketing | | X | | | | |

Work Breakdown



Schedule

APRIL 2018

| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
|-----------|--|---|--|--------------------------|----------------------------------|-----------|
| 1 | 2 Write Budget | 3 | 4 Send Budget to Team | 5 | 6 | 7 |
| 8 | 9 Compile Marketing info | 10 Create publicity plan | 11 arrange any meetings to promote event | 12 create logo | 13 | 14 |
| 15 | 16 Begin presentation Research Catering | 17 Create registration website | 18 Design Email for ISD | 19 | 20 Launch reg site | 21 |
| 22 | 23 Send out email to teachers | 24 Drop invites to school districts | 25 | 26 | 27 | 28 |

| | | | | | | |
|-----------|---|--|--|--|--|--|
| | | | | | | |
| 29 | 30 Get Invoice Instructors | | | | | |

MAY 2018

| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
|----------|----------|---|---|---|----------------------|-----------|
| | | 1 Create social media event page | 2 | 3 Meet with AA admin/drop promo | 4 Post on FB | 5 |
| 6 | 7 | 8 | 9 Meet with Dexter/ Saline admin/drop promo | 10 meet with Ypsi Admin/drop promo | 11 Post on FB | 12 |

| | | | | | | |
|----|---|--|---|--|---|----|
| 13 | 14 Send registrant update | 15 | 16 Edit presentation and schedule | 17 | 18 Post on FB Call Cooperate Coffeehouse | 19 |
| 20 | 21 Supply List Outline Traffic Flow Make Signs | 22 Share Flow Plan Team | 23 Send reminder email to teachers | 24 Test Tech | 25 Buy Supplies Caterer Final Count Post on FB | 26 |
| 27 | 28 Send reminder email to teachers Send registrant update | 29 Call Caterer for update and delivery | 30 Pick Up Handouts from Huron Print nametags | 31 Set Up Space Prep Technology Prep Registration materials/table | | |

JUNE 2018

| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
|--------|--------|---------|-----------|----------|--|----------|
| | | | | | 1 Pick Up Coffee AM Arrange Materials EVENT 8:30-4:30 | 2 |

| | | | | | | |
|----|----------------------------------|---|-----------------------|----|--------------------------|----|
| 3 | 4 | 5 Pay Invoices Write thank-yous | 6 Mail Thank you's | 7 | 8 Compile survey data | 9 |
| 10 | 11 Team Meeting Conclusion | 12 | 13 | 14 | 15 | 16 |

Budget

| Expenses | Budgeted | Actual |
|---------------------------------|-----------------------------|--------|
| Venue | | |
| | 0.00 | 0.00 |
| Staff | | |
| Instructors | 800.00 | |
| Ypsi Arts! Staff | 52 hours @ 25/hr = 1,300.00 | |
| Marketing | | |
| Printing | 100.00 | |
| Mailing | 15.00 | |
| School Meetings/Promo Delivery | 150.00 | |
| Registration | | |
| Nametags | 75.00 | |
| Supplies | | |
| Printing | 50.00 | |
| Post-its/Notecards | 50.00 | |
| Catering | | |
| Coffee/Pastries | 250.00 | |
| Lunch | 600.00 | |
| Totals: | 3,390.00 | |
| Revenues | | |
| Registration | | |
| 60 tickets @ 40.00 | 2,400.00 | |
| Additional Funds | | |
| Ypsi Arts! Education Grant Fund | 990.00 | |
| Totals | 3,390.00 | |

Exit Criteria

Project will be complete after:

- All deliverables are delivered.
- All team members and instructors have been paid.
- Catering has been paid.
- Community Room has been cleaned and technology returned.
- Thank you's have been mailed.
- Survey results have been compiled and discussed.
- Project team meets to discuss successes and challenges, overall success of the event. Project team will compile a list of questions and suggestions for future educator workshops.

Conclusion

It is in Ypsi Arts! mission to support the arts within Washtenaw County. We believe that supporting educators and contributing to their growth impacts our students and in turn will have a positive effect on our community. To conclude, we would like to use this event, along with a grant received from the Huron Arts Alliance for education, as a starting point to begin programming to improve instruction for arts educators. Pending the success of this event, we will use what we have learning to continue fundraising towards this goal and hope to create an annual teacher workshop program.

Major Contributors

- Washtenaw County ISD
- Huron University College of Fine Arts
- Huron University College of Ed.
- Huron University Center for Research on Teaching & Learning
- Cooperate Coffeehouse
- Lasmee Printing Co.

Research

Leadership Exercise

Distributed Leadership: Working Towards A Common Goal

Rationale

I chose this theory because I have a strong belief that when people come together to work towards a shared vision they can achieve great things. Exploring Leadership cites Gronn for this theory as they quote him on defining distributed leadership as “a systemic perspective on leadership whereby responsibility is dissociated from formal organizational roles, and people at all levels are given the opportunity to influence the overall direction and functioning of the organization” (pg. 36). In theory, the organization would have a predetermined system where different teams have input and control over the day to day tasks and responsibilities in the workplace. This theory is most commonly used in hospitals and education, and we currently utilize this method of leadership in my current position at my school. I was curious to see this method of leadership outside of the education sector, and observe people leading together in a different setting. I am interested in deciphering the negative points of this theory, and figuring out how to balance or work through them as it is a theory I do have faith in. I wonder if leadership can really truly be distributed, as there is a need for moments of direct decision making and responsibility. Even though we can wear the leadership hat in different educational roles and influence the mission of the school, we still need a principal steering the ship and a figure to look to for guidance. And more so, does everyone even desire the responsibility of leadership? What happens when those of us that prefer to stay in our corner and work towards our portion of the work without influencing others are called on to act as leaders? I hoped that by choosing this theory for this exercise I could gain an insight on some of these questions.

Activity

Goal: Cook a three course meal that feeds the family.

Objectives:

1. A team of 3 members will cook at least 3 pizzas to feed a family of 11.
2. Two other teams of 3 or 4 members execute a side salad and a desert course to complete the meal.

We started this exercise by gathering the participants in the kitchen. I explained the goals for the dinner and objectives, and displayed a written version for them to read along with me. I posted three separate pieces of paper with the team number and the words APPETIZER, MAIN COURSE, DESSERT written on them. I then instructed the group to choose their team based on their perceived strengths. I used the example of if you believe you are skilled at cutting vegetables or being creative with resources, maybe you should choose the appetizer team. All ingredients to be used were purchased by me and laid out on the table for the teams to use, but I did not include any directions or explanation on ways the ingredients had to be used. The teams had as much time as they needed to execute the task, but we were hungry, so time had to be used wisely. All teams had to use the same space in the kitchen, and were instructed to distribute tasks, share the space, and use the resources how they saw fit to reach their objective.

Participants included 4 females ages 12, 26, 35, and 62 and 6 males ages 3, 5, 11, 32, 40, and 61. All participants are family members including children. All have a positive relationship and rapport with each other and experience working and cooking together.

Observations

My observations included many things I have found to be true about distributed leadership, but also things I had not yet considered. To start, I found that the people I would consider to be “natural” leaders, meaning those family members who were more decisive or outgoing in nature selected the main course team, while more passive family members chose the dessert team or salad team. Directions for dessert or pizza crust were not included, and it was interesting to see the members of the pizza team step up to the plate and set a direction for the kitchen as a whole, and for the dessert team to use the oven first and research the directions

for the brownies. I noticed that all team members were very considerate of space, and worked together to make sure everyone had room to execute their course. I also noticed team members being very helpful to each other, and I wonder if this is due to a previous positive relationship, and if this kindness would be the same in a work environment where you might not know your coworkers at all.

I observed personalities that “took charge” and starting working right away, and noticed members who took more of a back seat role observing and asking “What can I do to help?” to the team members who naturally stepped up to take the lead. There were personalities that contributed more to the morale and fun of the task, playing music, making jokes, and being social as opposed to being concerned with the mission at hand. I did notice in fact that the morale was very high as all members were working towards the goal- being fed! I know everyone was hungry, and when they were all interested in the food and what was being made their interest in helping was more prominent. Even the youngest participants, at ages 3 and 5 and 11 and 12 were very interested in contributing, and wanted to help and not be left out in the cooking process! With that said, I also observed team members with more experience stepping aside to allow the younger more inexperienced members to take control and try their hand at the crust making process.

At times, the members with the most at stake had to step in and make corrective action. In this case it was the home owners, the oldest participants. They had to put a directive in place when the kitchen began getting messy. I wondered if this is because they have the most at stake in the investment of owning the space, verses the members who did not own the kitchen where the mess was being made. There were also moments where the people with the true skills in cooking had to step in and correct the younger members who may have not been executing the job at hand. There was also a moment where the smoke alarms began going off. Some of the team members did nothing, while others jumped up and began trying to fix the alarm, open windows, and solve the problem. What I noticed was that these people were not the same “natural leaders” who were leading the teams from the beginning. Toward the end of the experience, members (and myself) definitely began feeling the hunger pains and getting slightly impatient for the job to be done.

Findings

As a result of doing this exercise I discovered that the distributive leadership role can be effective, but is by no means a perfect model for leadership. Areas of strengths were that everyone was engaged, and you could definitely feel the positive vibe in the room as people were working collaboratively, and all seemed genuinely interested in putting forth their best effort to achieve the goal. Not only were teams having fun working together, there was also a sense of bonding, or morale built upon sharing the experience together. I also consider it a strength that those who were willing to step up and take charge allowed it to happen naturally, and those who felt more comfortable following directions, etc. were still able to execute the tasks to work towards the goal

without feeling that they were not of use or not contributing. The objectives were clear, so everyone knew where they could contribute to the execution of the meal. Some areas of weakness were that the weight of the success of the meal came on those who stepped up to the more challenging tasks, but those individuals did not receive acknowledgement or even a mention of recognition for their work. No matter how hard anyone on the team worked, we all shared in the final meal, and we all received the same recognition for the work, even tho others worked harder than some.

Conclusion

I concluded that leadership is perhaps not a subject where one theory can ring true, or be a way to solve all of the problems we are faced with within our work. From observing the natural way distributed leadership played out, I imagine that many of the leadership theories are true in different ways, and contribute to leadership as a process. Some of the trait theories played out in ways I expected, where participants who had more outgoing personality traits took charge, but then there were moments where the more laid back participants jumped up for the good of the team to fix the smoke alarm problem. I enjoyed watching participants navigate their way around each other to meet the objective, and allow other team members to take the spotlight or have moments of learning. Overall, I feel distributed leadership is important in the sense that team members feel invested in the mission, and support the goals together. Participants are willing to work collaboratively, and the morale and community vibe is present. That being said, I do think that other theories come into play naturally during the execution of this leadership theory, where others might look to someone else for direct decisions and calling the shots. I feel that distributed leadership can be successful, but I am still unclear as to how it would work without a mixture of another theory in play, or someone being the overall person in charge.

Works Cited

- Bolden, R. (2011). Distributed Leadership in Organizations: A Review of Theory and Research. *International Journal of Management Reviews*, 13(3), 251-269. doi:10.1111/j.1468-2370.2011.00306.x
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Article Precis

Introduction

“Accidentally on Purpose, Marty Pottenger and Jess Solomon in Conversation” is an article from the series, *Artists and Communities: Conversations on Passion, Practice, and Engagement*. This series of articles was created over the span of three years, from 2015-2017 by Americans for the Arts. The series explores the theme of “Transforming Communities Through the Arts” and documents different artists and leaders in cultural management positions and how they have taken steps to improve their communities through arts management. The goal of Americans for the Arts for the past 55 years has been to create inspired, prosperous communities, and this writing initiative supports this mission. The *Artists & Communities* series is a part of their “New Community Visions Initiative” where Americans for the Arts aims to seek out artists, leaders, policy makers, civic leaders, and arts agencies to have discussions about how to use the arts as a means of collaboration to encourage relationships, break down barriers between groups of people, and strengthen arts programs and services to enhance our local communities. Americans for the Arts has researched over 30 organizations who have used these practices to enhance their community. They have discovered that when arts integration within communities occurs it will build relationships between different public sectors, provides a common ground for unity and communication, and increases participation, pride, and ownership to one’s community. They call this an “Arts And...” approach to community problem solving.

Context

Marty Pottenger is the Director of Art at Work, a project in the city manager’s office of Portland, ME since 2007. In this position she facilitates collaboration and participation of artists with

state and local agencies and organizations to solve community problems. Throughout her career she has used the arts as a way to build relationships within her community. Jess Solomon is an organization development practitioner and the Director of Art in Praxis. In this position she works directly with organizations and businesses to build their creative sector and teach them creative problem solving. Art in Praxis believes that communities can adapt and solve their problems through heightened creativity and experiences within the arts. These two arts leaders met at the National Institute for Directing and Ensemble Creation, and got together again to discuss the main points of this article.

Analysis

Three main ideas within the concept of using art to enhance communities are change, listening, and relationships. Both women use the arts to work to enhance their communities, and share experiences, both successes and concerns. Change and evolution is a key point of the article, as in the past ten years we have begun seeing more and more urban communities seek out the arts to help solve challenges they face. Art is no longer just about a skill, or being shown in a gallery, but there has been a consistent shift towards artists as activists and problem solvers within their communities. Throughout history, arts has been used to help fight injustices, but it was never identified until the past decade. The need for arts leaders, and the need to define this sort of work has arose from this shift. Because of this need, universities have been creating programs, conducting research, and becoming experts on using art as a social practice. There has been a rise in popularity of using art to enhance communities, and that it looks different when there's a collaboration of people using the art to solve social problems.

A second main idea is the point of listening in leadership. To understand our communities and how to help them we need to listen. We need to ask questions to ourselves and to others to begin

utilizing this spike in a need for creativity within our communities. Listening is a way to build relationships and make connections. For example, Marty Pottenger worked with the University of Southern Maine to start the discussion around the problem of gentrification and homelessness. Before beginning the process of interjecting creativity, Marty hosted listening panels. Over 200 residents came in to discuss this issue with the students involved in the project and Marty. At the end of the panel she discovers a high percentage of the students involved were also facing homelessness, which they would not have known otherwise. They then begun working on creative projects, and a “Listening Wall” to help build relationships within this community to aid in solving the homelessness problem. She has been working with veterans with PTSD and pairing them with illustrators to help them heal through the process of sharing their stories through comic books. This idea of listening and sharing stories is the first step to working towards solutions. Jess Solomon has recently used listening strategies through working with Cultivating South Phoenix, and has helped this collection of community organizations collaborate through the use of community mapping an story circles.

A final point is the need for collaboration and teamwork. Teams can consist in this format in untraditional ways. Marty uses the example of members of a community called Libbytown, who would come together to write poetry over buildings and sidewalks following a large highway getting placed in the middle of their neighborhood. This unlikely “team” forged together through the arts to heal their neighborhood. Teamwork and relationships is essential to the success of communities, and we need to come together to accomplish our goals.

Conclusion

In short, the arts is a tool that can bring us together, and this idea is growing so much so that universities have begun expanding programs for this work, and attempting to research and define the roles. This work plays an integral role to solving problems within communities as we face an ever

complex and changing world. Marty and Jess are two pioneers and leaders in this field, and are continuing to use the arts to enhance communities all over the country. Their success stories and organizations are a starting point for many to research and learn from.

Article Citation:

Pottenger, M., & Solomon, J. (2016). Accidentally On Purpose. *Artists & Communities: Conversations on Passion, Practice, and Engagement*. Retrieved February 24, 21018, from <https://www.americansforthearts.org/by-program/reports-and-data/legislation-policy/naappd/accidentally-on-purpose-marty-pottenger-jess-solomon-in-conversation-0>.

Annotated Bibliography

1. Cain, S. (2017, March 24). Not Leadership Material? Good. The World Needs Followers. *The New York Times*. Retrieved February 17, 2018, from <https://www.nytimes.com/2017/03/24/opinion/sunday/not-leadership-material-good-the-world-needs-followers.html>

Susan Cain is creator of the organization “A Quiet Revolution”, and author of the book, “Quiet: The Power of Introverts in a World That Can’t Stop Talking”. She has created this organizational team and a website aimed at promoting a place in the world for followers and introverts amidst a world that is extremely focused on leadership and promoting leadership skills. The Quiet Revolution partners with a variety of other organizations and businesses including NASA and Steelcase to promote changing the world in a quiet, peaceful way. Her purpose is to create a place for individuals who she states as being “called to service and not status” and are in tune with a calling “beyond the self”. Her audience is primarily young adults, students, and parents researching or learning about school and leadership qualifications or individuals researching career qualifications. Cain has an obvious bias for peaceful, quiet introverts who seek to work in a small space individual and is opposed to the flamboyant outgoing style of leadership that the corporate world in the US promotes. She presents a variety of research and information on her website supporting this idea, and I believe she raises a lot of good points to consider. This article was an online article for The New York Times, but upon reading more on their website I think their movement is important. In our world full of people researching and trying to understand what makes a good leader, it is important to remember that considering leadership from an angle of being a servant (Cain uses Ghandi and Dr. King as examples on her website) is just as important as thinking of leadership from the viewpoint of a creator or CEO of a company such as Bill Gates or Mark Zuckerberg.

2. Calafato, Kathryn. (2015). Starting A Nonprofit Organization: The Business Side. In Brindle, M., & DeVereaux, C. *The arts management handbook: new directions for students and practitioners* (pg.s 252-289). London: Routledge, Taylor & Francis Group.

Calafato comes from a background of managing and directing in the nonprofit healthcare industry. This is the only publication I have found by her, but her resume includes a variety of management and leadership roles for healthcare organizations. Her purpose in this chapter is to explain in detail the process for starting a nonprofit, and clarify some major misconceptions people have had in the past when embarking on this journey. Her audience is primarily students who are studying the world of nonprofits and how they are run. I do not think she has a bias in this chapter, but more so a standpoint of clarifying the do’s and don’ts from the business inside a nonprofit. She stresses the importance of having a clear mission statement and business plan, and clarifies the reasons why good ideas for nonprofits do not succeed

when they do not have a clear plan. This is a chapter within a larger book revolving around various aspects of arts management. I find this chapter to be very helpful in learning how to create an accurate mission statement, and how to go about the process of turning an idea into a nonprofit business plan. I would use this chapter again for relevant information and as a starting point for a business plan.

3. Bolden, R., Hawkins, B., Gosling, J., & Taylor, S. (2011). *Exploring leadership. individual, organizational, and societal perspectives*. Oxford: Oxford University Press.

The four authors completed research and work for The Centre For Leadership Studies at the University of Exeter in the United Kingdom. This university revolved primarily around business and science studies. The authors of this book set out to explore their research on leadership highlighting four different aspects of the subject matter: “leadership is critical, multilevel, interdisciplinary, and balanced.” The book states it will “critique” different theories on leadership, shedding light on common misconceptions and perhaps shedding new light on concepts within leadership. The audience would be primarily students or educators in the field of leadership or individuals from the corporate world studying leadership. I do not find this book has a specific bias, but more presents various broad viewpoints on leadership. It has an impressive references page and index. I can find this constant act of citing sources within the text to honestly be distracting as I am reading, but it proves a point that they are representing many viewpoints and have done their research. I may reference this book for different theoretical aspects of leadership, but doubt I would use it for practical implications throughout my career.

4. Grint, K. (2010). *Leadership: a very short introduction*. Oxford, UK: Oxford University Press.

Grint is a decorated author and professor who has taught at Brunel University and Oxford University. After working in business for some time Grint shifted his career toward education in the realm of leadership studies. He has written many articles about the subject. His purpose in “Leadership: a very short introduction” is to introduce three kinds of leadership: person based, performance based, and process based leadership, as well introduce the three kinds of problems leaders face: tame, critical, and wicked. The audience I would assume to be students and educators or members of corporate america studying leadership. I do not think Grint holds a bias in this book towards one kind of leadership being the best, but suggests that collaboration and a more process based form of leadership might be the most successful way to solve the world’s “wicked problems”. He also makes it clear that there is a place for management in handling clear, direct tame problems. I would say his standpoint may also be to debunk ideas behind traditional leaderships studies. His findings revolve around how we should go about solving these problems we are faced with, and he suggests a system for each. The format of the book is a research narrative, as he cites his studies but also adds a layer of his own personality within the voice of the text. I found this book to be very informative in explaining the different kinds of problems we face and how leaders can react to solving

them. I would use this book in my own research and when reflecting on problems within my career.

5. Heagney, J. (2016). *Fundamentals of project management*. New York: McGraw-Hill.

Heagney is the president of QMA International LLC, where he travels around providing lectures and “management learning solutions” to corporations and for various organizations at conventions and gatherings worldwide. He also teaches for the City University of New York and the Dowling Institute in New York. The purpose of his book, “Fundamentals of Project Management” is to break down the steps a manager can take to tackle a project, and gives tips and suggestions for taking on responsibilities and how to handle parts of the job that may arise when you are the manager of a team or task. His audience would most likely be managers or people training to be managers, and anyone involved in starting a business or project. His viewpoint seems to be to help aid the tasks within this complex career and remind us that management is a facilitation role, and a very difficult one at times. This book reads more as a manual or record of advice one can resort back to when faced with managing a project. My evaluation of this reading is that the easy to read breakdowns and language of the book make it accessible for anyone studying this part of leadership. It highlights parts of leadership roles such as creating a risk plan, evaluating project progress, and defining our roles as managers and makes them easy to comprehend. It will be great to use as a starting point for learning in project planning.

6. Horrigan, D. (2017, October 01). The Transformative Power Of Listening. Retrieved February 17, 2018, from https://www.huffingtonpost.com/entry/the-transformative-power-of-listening_us_59d1a62de4b06791bb11638d

Daniel Horrigan is the mayor of Akron, Ohio and has been for 16 years. His leadership qualifications as his role as mayor for this time frame are apparent. The purpose of this article is to highlight some of the listening qualities that can aid to good leadership, but it also seems as a moment for him to plug things they are doing in Akron to the public. His audience would be anyone who reads online news and may have an interest in leadership or Ohio. The bias of the author is he is proud in his accomplishments. He is sharing his strategies that have worked, but there is no way to know if he is really doing these things, or if he is writing about them from the viewpoint of himself only. Is it PR or is it an article meant to help inform those who are pursuing leadership and want to be better listeners? The format is a short, direct article which highlights some of the listening qualifications he has attempted to embody as mayor of a major city. I do agree with Horrigan’s point that thoughtful listening is what makes a successful leader. He also brought up a very good point that reaching out to those who do not volunteer sharing information is a must. As leaders, we can not assume that if someone isn’t saying something that things are going well, and must make it a point to survey everyone, and take into considerations many different viewpoints. This reading helped remind me of some important qualities and things that must be done as a leader, and I would use it as an

example for action within my research. It could even be a starting point of further research into how his strategies are actually working within his city.

7. Iso-Aho, J. (2015). An Introduction to Festival Management: Old Ways, New Direction. In Brindle, M., & DeVereaux, C. *The arts management handbook: new directions for students and practitioners* (pg.s 95-120). London: Routledge, Taylor & Francis Group.

Juha Iso-Aho is the development coordinator for cultural management at Humak University in Finland. His background is in arts development and researching and writing about management. The purpose of this article is to theorize about arts events, their past purposes, and how they are changing in a growing world. This is relevant to leadership as being an arts leader involved overseeing or running events within an arts organization. The audience would be someone studying to manage arts organizations or events. The author takes a stand point on arts events being cultural “rituals” and that the main point of these events revolves around the need for community and inclusion. I find this chapter to be merited in the sense Iso-Aho has done substantial research on arts as rituals, and from what I have experienced in my life I have found his ideas to be true. The information provided in this chapter helped guide my research of events and understand that leading these cultural rituals is an important part of any community. I will refer back to this reading in my leadership experiences and research related to event planning.

8. Northouse, P. G. (2016). *Leadership: theory and practice*. 7th Edition. Thousand Oaks: SAGE Publications.

Peter G. Northouse is a professor at Western Michigan University and has studied and written about leadership for over 30 years. The purpose of his book, “Leadership: Theory and Practice” is to provide theoretical research but also give practical implications for people learning to work in leadership roles. The audience is students seeking advice or careers based in leadership. Northouse’s framework of the book revolves around explaining theory, strengths and criticisms of the particular subject, shows case studies for the topic at hand, followed by a questionnaire for reflection at the end of each chapter. I did not find there to be a bias with this book, but more a helpful framework for understanding leadership and how it might look in real world scenarios. I do appreciate the self assessment portions of the chapters and the case studies, making this book practical for study and research.