

City of Lawrence City-Wide Cultural Plan RFQ

Response Submitted by:

Center of Urban Studies
Hugo Wall School of Public Affairs
Wichita State University

Submitted on:

November 21, 2014

Project Team Members:

Misty Bruckner, Associate Director
Corinne Bannon, Public Affairs Associate
Lisa Dodson, Project Associate



WICHITA STATE
UNIVERSITY

*Hugo Wall School
of Public Affairs*

Center for Urban Studies

Statement of Interest

In response to a Request for Qualifications (RFQ) distributed by the City of Lawrence requesting assistance in developing a City-Wide Cultural Plan, the Center for Urban Studies (CUS) at the Hugo Wall School of Public Affairs (HWS) at Wichita State University expresses interest in leading this project as the project consultant.

The following response outlines the CUS project team's proposed process for plan development, assurance to complete project within designated time period and within budget, numerous municipal client reference contacts, and responses to additional questions asked within the RFQ. With years of experience coordinating strategic plans and extensive community engagement processes for municipal and nonprofit clients, the CUS staff is uniquely qualified to provide project leadership that will result in a model community cultural plan. Another asset of the project team is location; one of the CUS project team members resides in Lawrence, providing a unique opportunity for the project team to easily implement a multi-faceted public involvement effort to greatly benefit the plan.

The CUS works to enhance the quality of public affairs by assisting public officials and community organizations to meet the challenges of governance and improve service delivery. The CUS has more than 55 years of experience working directly with local and state government and nonprofit organizations in the areas of applied research, technical assistance, facilitation, and professional development. The solid history in serving organizations and communities in Kansas, and throughout the Midwest region, ensures the HWS has the financial ability to implement, manage and ensure completion of the city-wide cultural plan planning process, including an extensive public involvement process. Specifically, the HWS has provided assistance to organizations in the following areas:

- Leadership development for elected officials
- Customized leadership, executive, management, and professional development
- Facilitation of governing body retreats and community forums
- Education and certification for members of professional associations
- Design, facilitation and synthesis of stakeholder and community engagement processes

- Consultation on community and organization goal setting and strategic planning
- Community and organizational surveys
- Applied research on issues identified by state and local officials
- Technical assistance on public management and financial issues

Faculty and staff at the Center serve as neutral facilitators at a variety of meetings, research projects and technical assistance. Requests come from local governing bodies, community agencies and organizations, and community interest groups. Focus groups, strategic planning retreats, and community meetings are examples of the wide range of options available specific to planning and engagement.

At the core of the CUS mission is to assist in bettering communities through research, intentional and extensive public dialogue, and delivery of effective and collaborative planning processes. Lawrence is rich in Arts and Cultural assets, and has a thriving arts community; the process outlined within this proposal will build upon what already is, and define a shared vision supported by strategies and goals surfaced through an organic process of stakeholder and community dialogue and involvement.

Narrative:

Explain approach to this cultural plan project and to project management.

Continuous stakeholder and community involvement will be critical to developing a cultural plan that reflects the needs and aspirations of the arts community in Lawrence, and the community at large. Although a cultural plan has not yet been developed in Lawrence, Lawrence's arts and cultural assets are central to what defines the community as a choice place to live with a superior quality of life. A successful cultural plan will capture the essence of culture and arts that already thrives in Lawrence, and will provide an opportunity for additional collaboration and connection among community members and stakeholders to advance the many facets of arts and culture in Lawrence. In addition, the strategic plan will identify critical opportunities to expand the arts and culture community.

As project managers, CUS staff will serve as facilitators for the plan development. Through often and open communication with City staff, the Lawrence Cultural Arts Commission, and steering committee members, the project manager will ensure that the process is kept on track and deadlines are being met. The work plan including the project timeline, major deliverables, deadlines, and identified task leads will be distributed among task team members at project fruition. A more in depth description of the proposed planning process is included in the "Cost Proposal including Scope of Services" and "Timeline."

What is your method for coordinating various stakeholder groups?

The CUS believes that stakeholders are most responsive and involved in planning processes when they are engaged on their own "turf." To begin communication with and engagement of stakeholder groups, initial conversations will be had with the chairs or leaders of each identified group; this will be a top priority to initiate the planning process. A relationship will be built with these leaders, and a line of communication opened. CUS staff will work with stakeholder leaders to convene initial meetings with their representative group members, at locations of their choice. The sessions will allow project consultants to share initial information on the planning process, and seek initial feedback on stakeholder's current view of arts and culture in Lawrence, and to also discuss vision for the future of arts and culture in Lawrence. If stakeholder groups already have meetings of their board or membership scheduled, CUS staff will work with group

leaders to see if there is an opportunity to be included on the meeting agenda, in an effort to engage as many members as possible. In addition, CUS will encourage the City of Lawrence to be expansive in their identification of stakeholder groups to include those that might not typically have a voice at the table, but provide an opportunity to stretch beyond the usual boundaries (i.e.: small businesses, Chamber of Commerce, KU Small Business Development Office, USD 497, etc.) After initial meetings with all identified stakeholder groups are held, notes from each meeting will be presented back to stakeholder groups, identifying trends in perception of the current state of arts and culture in Lawrence and vision for the future. These identified trends, influencing factors and critical issues will serve as a good starting place for molding strategies and goals to incorporate into the cultural plan.

How do you interact with a task group and keep them on task and the project on schedule?

The work of two task groups will be crucial to the success of the planning process, and the implementation of the plan. A task group of City staff members including the Director of Arts and Culture, the Director of Communications, and the Assistant City Manager with responsibilities for Economic Development, and other staff members as recommended by the Director of Arts and Culture, will assist with initial information collection to share with stakeholder groups, stakeholder identification, marketing of broad community engagement efforts and social media engagement efforts, and guidance throughout process. CUS staff will interact with the Director of Arts and Culture continually throughout the planning process, scheduling initial weekly meetings, biweekly meetings after the first month of the planning process, and additional meetings/communication as needed. Continual bi-weekly updates with internal staff will ensure that all members are apprised of the status of the planning process.

The second critical task group for the success of the planning process will be the identified steering committee. The steering committee will meet physically monthly during the planning process. Every steering committee member will be given a binder for the planning process at the initial meeting that will be used throughout the planning process. The binder will include the planning process work plan, contacts for steering committee members, identified city staff members, and CUS staff, relevant background documents, research, notes from stakeholder and public engagement meetings, draft plans as developed, and additional information as will arise. An agenda will be developed for each meeting, as well as tasks assigned at the conclusion of

each meeting. Email and phone communication between meetings will be initiated as needed to provide notifications and reminders of meeting times, and reminders of task deadlines. CUS staff will be available to steering committee members via phone or email throughout the entire planning process.

What have been some lessons learned from other planning processes that can be applied to this project?

The top three lessons learned in previous planning processes that will benefit this process are:

1. **It is not enough simply to invite community members to community forums through traditional mediums if a good turnout is expected.** During a previous community engagement process, CUS staff sent out 500 letters, signed by the Mayor and County chairman of the area, to randomly selected individuals in the community urging them to participate in the process. RSVP's were asked for, a reminder postcard was sent and follow up calls were made. Even with this communication, a little over 10% of the individuals asked to participate in the process came to the meetings. In the grand scheme of public processes, the turnout was not awful, but did not meet expectations. The feedback and response from those individuals was very productive, but in the future, CUS knew to cast a broader net in order to receive broader feedback.

Through later steps of this same engagement process, CUS utilized a number of different tools to seek broader feedback; a community survey was distributed to 25,000 residents which received 4100 responses; and a broader community engagement process commenced where facilitators went to over 100 meetings already held by a number of community groups reaching more than 2000 individuals, information was shared, and feedback was received through interactive polling technology and through traditional questions/conversation. Through this process, CUS learned that individuals are much more comfortable and responsive when being engaged around people they know, in a space that they are familiar with; individuals are busy, and often finding time to go to meetings outside their already busy lives is difficult, if they can be engaged through meetings they have already committed to, the process is likely to reach a broader population.

2. **Not all individuals prefer to be engaged in the same way; provide options for engagement.** This is another key lesson learned from previous planning processes. Just as individuals have differing preferences for mode of communication when interacting with others; individuals also have differing preferences for how they would like to be engaged in planning processes. An individual that may be really active and responsive to questions posted on Facebook, Twitter, or other social media mediums, may not be as responsive to attend a meeting or fill out a survey that will benefit the process. That does not mean that these individuals are more or less engaged in the process, it just means that they have a specific preference. Instead of expecting individuals to adapt to one chosen method of engagement, it is best to be creative and offer a variety of options that will allow individuals to engage in their preferred setting. Whether it is at a coffee shop, an art gallery, a bar, through social media, the community engagement process will be most inclusive if it allows for creativity and adaptation.

3. **An active steering committee is key to the success of the planning process and implementation of the plan.** Throughout the many planning processes CUS has been involved with, on occasion, we have had steering committees composed of individuals that are not “all in”; in these rare occasions, the members are not interested or passionate enough about the planning process to be effective champions of the process. Although these processes still were executed, more effort was involved on the part of staff and the CUS team to keep members involved and to promote the process to the broader community. If the steering committee is composed effectively, the members will be the greatest promoters of the process, engaging their circle of influence to be involved in the process, and a broader net is easily cast from there. The enthusiasm of the steering committee will stimulate the community to act once the plan is complete; this leverage of resources keeps implementation of the plan moving forward in a manner that is difficult for staff to do in isolation.

References:

- 1. Contact:** Robert Layton, City Manager, City of Wichita
Email: rlayton@wichita.gov
Phone: 316-268-4351
Project: Broad Community Engagement Process coordination (branded ACT ICT) which engaged over 100 community groups and over 2000 community members; community survey development and analysis of results of 4100 returned surveys.
- 2. Contact:** Brian Silcott, City Administrator, City of Goddard
Email: bsilcott@goddards.gov
Phone: 316-794-2441
Project: Community Strategic Plan coordination and development, including engagement of a steering committee, development of an influencing factors report to demonstrate current environment and trends affecting Goddard, and a number of stakeholder and community engagement opportunities to benefit the process.
- 3. Contact:** Randy Frazer, City Administrator, City of Moundridge
Email: mdgecity@mtelco.net
Phone: 620-345-2661
Project: Community Strategic Plan and Comprehensive Plan Update; including engagement of a steering committee, development of an influencing factors report to demonstrate current environment and trends affecting Moundridge, and a number of stakeholder and community engagement opportunities, as well as youth engagement opportunities, to benefit the process.
- 4. Contact:** John D'Angelo, Director of Arts and Cultural Services, City of Wichita
Email: jdangelo@wichita.gov
Phone: 316-303-8600
Project: Cultural Arts Plan development

Experience Description:

The combined experience of the project team offers 50 years of experience serving communities, local governments, and nonprofits throughout Kansas and beyond. Members of the project team have lead numerous effective strategic planning efforts with municipal clients, including extensive community engagement efforts, as well as development of a cultural arts plan for the largest municipality in the state of Kansas. Members of the project team have led strategic planning efforts with the following Kansas communities:

- City of Wichita
- City of Goddard
- City of Rose Hill,
- City of Moundridge
- City of Bel Aire,
- City of South Hutchinson
- City of Roeland Park

In addition, the project team has provided assistance through planning facilitation, research, and technical assistance to the following organizations, associations and divisions:

- Wichita Old Cowtown Museum – board development, strategic planning facilitation, work plan development and leadership training
- Institute for Museum and Library Services – grant reviewer for national leadership grants
- Kansas Partners in History - provided leadership for collaborative effort of the Kansas Humanities Council, Kansas Historical Society, Kansas Museum Association, Kansas Preservation Alliance, Kansas State Historical Records Advisory Board, and Kansas Register of Deeds Association in writing case statement for Kansas history and humanities organizations
- Exploration Place –exhibit and program evaluation
- Wichita Cultural Arts Division – development of Cultural Arts Plan
- South Central Kansas Prosperity Plan – survey development, best practices research and community engagement process development and facilitation

A resume for each project team member is included at the close of this response to further demonstrate experience, skills and abilities that will ensure successful completion of the Lawrence City-Wide Cultural Plan.

Cost Proposal Including Scope of Services

Steering Committee Coordination – *Steering Committee member identification (10-12 members) and appointment, agenda and document preparation for each meeting and facilitation of 6 meetings.*

\$2,000

Cultural Asset Mapping and Best Practices Research – *development of a written and visual asset inventory of current arts and cultural assets in Lawrence, research and summary provided on best practices of arts and cultural plans, including economic development incentives available and infrastructure supporting arts in culture, in peer and model cities.*

\$3,500

Stakeholder and Community Engagement – *Coordinating with stakeholders, facilitating numerous meetings (approximately 40 meetings), coordinating various broader community engagement opportunities with assistance from stakeholders and City staff, coordinating a presence for social media engagement, and implementing other engagement ideas that may arise during steering committee, staff and stakeholder discussions.*

\$10,000

Plan Development and Final Presentations – *Development of draft and final plans, including: strategies and goals to advance arts and culture in Lawrence, and synergy among stakeholders and community members behind arts and culture; review of economic incentives available to use as tools to promote the arts in Lawrence; recommendations for future arts and cultural events; and recommendations for future infrastructure and capital improvement projects that will serve to further promote and reflect the strong arts and cultural presence in Lawrence.*

\$3,500

Operational Expenses – *travel, copies, etc.*

\$2,500

Administrative Expenses – *15% of total*

\$3,225

Total Contract -

\$24,725

Timeline:

The CUS is committed to the successful completion of this project in the required timeline. The following draft timeline is proposed:

January 2015 – Work plan developed; steering committee is appointed and first meeting conducted; initial contacts made with stakeholders and community groups; cultural assets inventory and best practices research conducted; document development for stakeholder meetings

February 2015 - Initial meetings conducted with stakeholder groups; second steering committee meeting held, marketing and communication begins with broader community to inform of process and seek feedback; documents/communication developed for broader community engagement opportunities

March 2015 – Initial meetings conclude with stakeholder groups; broader opportunities for community engagement designed and conducted, notes aggregated from all stakeholder and community meetings and trends document created, third steering committee meeting held.

April 2015 – Derived from aggregate notes and trend document of feedback from stakeholder and community meetings, top issues are presented back to stakeholder groups, and additional opportunities for community engagement to seek feedback; draft strategies and goals are drafted for the cultural plan based on this feedback; forth steering committee meeting held.

May 2015 – Draft cultural plan, including strategies and goals centered around identified issues, is presented to stakeholder groups and through broader community engagement opportunities for feedback, based on feedback, a final draft of the plan is developed; fifth steering committee meeting is held

June 2015 – Final plan is presented to the steering committee and Lawrence Cultural Arts Commission for review; after any final edits are made, the final plan is presented for adoption to the Lawrence City Commission.

Corinne Bannon

204 Eisenhower Dr, E8
Lawrence, KS 66049
(316)258-1906
corinne.bannon@wichita.edu

WORK EXPERIENCE

Public Affairs Associate, Center for Urban Studies, Hugo Wall School, Wichita State University (July 2012—Present)

- Managing efforts to develop a community strategic plan for the City of Moundridge, KS, including coordination and facilitation of community engagement, staffing of a steering committee, and influencing factors research and analysis.
- Managing efforts to develop a community strategic plan for the City of Goddard, KS, including coordination and facilitation of community engagement, staffing of a steering committee, and influencing factors research and analysis.
- Managing technical assistance, research and analysis for a variety of projects supporting local governments in south central Kansas, including: 2014 City of Wichita Fire Department Promotional Process for Captains and Lieutenants; City of Wichita ACT ICT community engagement initiative; 2013 City of Wichita and Sedgwick County community survey; 2014 City of Wichita Sales Tax Proposal Community Education Process; Financial Trends and Outlook for the Prosperity Plan region
- Facilitating governing body retreats for local governments and non profits across Kansas
- Facilitating community forums for local government and non-profit organizations across Kansas
- Directing and managing training opportunities for the Kansas Government Finance Officers' Association
- Directing an annual winter seminar for the Kansas Association of City and County Managers
- Directing the Local Government Management Series that provides development and networking opportunities for the managers and administrators, public finance officers, and staff of approximately 30 cities and counties in south central and central Kansas.

Budget Analyst, Budget and Research Office, City of Wichita, Wichita, KS (June 2011 – July 2012)

- Assisted the Director of Finance, Budget Officer and City Manager in preparing and managing the City of Wichita's ten year, \$2.2 billion Capital Improvement Program (CIP).
- Monitored and reported on the performance of Tax Increment Financing (TIF) districts to the Director of Finance and City Manager.
- Managed the implementation of the 2011 Wichita Solid Waste Plan. Responsible for coordinating the efforts of staff and Wichita's 17 residential solid waste hauling companies while also serving as the single point of contact/liaison within the City for all stakeholders and customers.
- Managed the Department of Park and Recreation's budget, an approximate \$22 million budget including five (5) funds, and providing business analytics for the department.
- Provided financial analysis to the Director of Finance and the City Treasurer regarding the feasibility of bond and note sales.

Management Fellow, City Manager's Office, City of Wichita, Wichita, KS (June 2010-June 2011)

- Managed efforts to comprehensively revise the City's Solid Waste and Recycling Plan. Responsibilities included leading staff and industry stakeholder efforts, conducting financial and market impact analyses, writing RFPs, revising City ordinances pertaining to residential solid waste and recycling, and drafting multiple iterations of the Solid Waste Plan including the final plan reviewed and approved by the Mayor and City Council. Responsibilities also included coordinating meetings between the 17 local solid waste hauling companies, the City Manager and senior staff, and staffing the City Manager through an extensive public engagement campaign.
- Assisted in the research, citizen engagement process and production of a plan to restructure the Department of Park and Recreation's Recreation Division, resulting in strategic business process improvements and a positive net impact to the City's General Fund of approximately \$1 million.
- Worked with senior staff in multiple departments to document descriptions of 200+ projects included in the CIP to create the inaugural edition of the CIP Reference Guide. The Reference Guide is utilized by the City Council, City Manager, and senior staff during the CIP development and review process. The Reference Guide is also utilized as a resource to engage and inform citizens of planned capital projects affecting all areas of Wichita.
- Coordinated a project team in an organization-wide effort to review the City's energy efficiency process and develop recommendations for improvement.
- Additional responsibilities included designing and developing organizational policies based on best practices, organizational needs, and staff input.

Graduate Assistant, Hugo Wall School of Urban and Public Affairs, WSU, Wichita, KS (Aug. 2008 – May 2010)

- *Assisted in research, writing, and facilitation for a number of projects for local governments and non profit organizations in South Central Kansas. Specific projects include the following:*
- Sedgwick County Succession Planning and Leadership Development Project, Co-Investigator (2009-2010)
- EPA Environmental Finance Center 1.2 Million Dollar Grant, Co-Grant Writer (2009)
- Economic Impact Report, City of Newton, Lead Investigator (2009)
- "Citizen Attachment: Building Sustainable Communities," Co-author along with Dr. Mark Glaser and Misty Bruckner, published in Government Finance Review (October 2010)
- City of Wichita Fire Department Strategic Plan, Research and Writing Assistant (2008-2009)
- City of Wichita Environmental Scan, Research and Writing Assistant (2008-2009)
- YMCA Public Value Study, Co-Investigator (2008)
- Logistics planning assistant for Hugo Wall Day, Area Manager's Seminar, Brownbag Lunches and Women in Public Administration Luncheons (2008-2010)

Legal Secretary / Electronic Document Specialist, Foulston Siefkin LLP, Wichita, KS (Aug. 2007 – Aug. 2008)

- Assisted in discovery process by preparing electronic documents to be viewed in court.
- Assisted in preparing attorneys for depositions in large class-action law suits.
- Assisted as the communications liaison with defendants in large class action law suits.

Summer Intern, Miami Rescue Mission, Miami, FL (Summer 2006)

- Facilitated volunteer orientation daily.
- Coordinated a daily summer camp for low income and homeless youth in Miami's inner city.

Support Staff, D.O.O.R. Miami, Miami, FL (Summers 2005 and 2006)

- Organized and supervised volunteer efforts throughout the city of Miami with over 30 participating non profit and community based organizations for youth volunteers.
- Facilitated reflection sessions focusing on critical social problems and opportunities to aid in their relief.
- Served as a mentor for multiple groups of high school aged youth.

PROFESSIONAL INVOLVEMENT/MEMBERSHIP

Conferences/Seminars

Government Finance Officers' Association Conference (2013, 2014)
International City and County Manager's Association (ICMA) Conference, Session Moderator, Boston, MA (2013)
ICMA Advisory Board on Graduate Education Member, 2013–present
Springsted Academy for Finance Professionals (2011 and 2014)
ICMA Conference, San Jose, California (2010)
Kansas Association of City/County Manager's Association (KACM) Conference (2009, 2010, 2012, 2013)
ICMA Conference, Montreal, Quebec (2009)

Membership

GFOA member (2012-present)
KACM member (2012-present)
ICMA Member (2009-present)
Alliance for Innovation Community Ambassador (2010-2011)

EDUCATION

Wichita State University, Wichita, KS
Master of Public Administration, May 2010

Tabor College, Hillsboro, KS
Bachelor of Arts, February 2008
Majors: Sociology (emphasis in Social Work)

Misty R. Bruckner

6815 Summerside Place

Bel Aire, KS 67220

H: 316/744-3143 or C: 316/651-7247

misty.bruckner@cox.net

Education

Master's of Public Administration, May 1995, Wichita State University

Bachelor of Arts Degree, May 1992, Doane College, Crete, Nebraska

Major: Political Science Minor: Communications

Work Experience

Associate Director, Hugo Wall School of Urban and Public Affairs, Center for Urban Studies

(Wichita State University – Hugo Wall School of Urban and Public Affairs, Oct. 2006-Present)

Community Outreach: Identify opportunities for community engagement with local nonprofit agencies and local government organizations and conduct community services in response to requests of nonprofit agencies and local governments as appropriate, including:

- Serve as project manager for strategic planning for the City of Roeland Park, Kansas, involving extensive community engagement.
- Provide oversight to project managers for strategic planning for the communities of Goddard, KS and Rosehill, KS.
- Assist with the community engagement activities for the comprehensive plan update in Cheney, KS.
- Served as project manager for a comprehensive plan and strategic plan update for the City of Moundridge, including extensive community engagement, research and plan design.
- Provided project management for Community Investment Plan (comprehensive plan update), including influencing factors analysis, asset inventory, financial analysis, survey development and community engagement for the Wichita-Sedgwick County Metropolitan Area Planning Department.
- Led research and consultation for the City of Wichita, Recreation Division reorganization, resulting in \$1 million savings, and limited service reduction
- Led research and consultation for Sedgwick County, Budget Reductions Inventory project
- Led research and facilitation for Reno County Transportation Plan
- Facilitated numerous local government and nonprofit planning retreats, education seminar and projects

Independent Contractor

(January 2001-September 2006)

Worked as a self-employed consultant to local governments and non-profit organizations, including strategic planning, training, grant writing and technical support.

Assistant to the City Manager/Neighborhood Services Director

(City of Wichita, July 1998-August 2000)

Served as a senior staff member of the City Manager's Office and supervised staff of the Office of the City Clerk, City Manager's Office, City Council Office and Neighborhood Services. Responsible for oversight on agenda process, neighborhood services and citizen participation, city clerk functions, general office management and related budgets.

Citizen Participation Coordinator/Administrative Assistant to the City Manager/Intern

(City of Wichita, January 1994-July 1998)

Supervised the activities of the Citizen Participation Organization (CPO) and the Neighborhood Assistance Program. Coordinated activities with external organizations, managed grant applications and related budgets. Led effort to transition citizen engagement process. Assisted the City Manager in various assignments, responded to daily citizen and media concerns, and directed special projects.

Lisa M. Dodson

322 S. Laura Street, Suite 60, Wichita, KS 67211-1517
(Cell) 316-304-4639 (Fax) 316-719-3699

ACADEMIC PREPARATON

M.Ed. (1991) Wichita State University
Education (Counsling)

M.A. (1982) Wichita State University
Economics

B.S. (1977) Kansas State University
Business Finance

The Grantsmanship Center Training

Grantwriting completed 2008
Federal grants completed 2010

PROFESSIONAL EXPERIENCE

President/Owner Dodson Research, Inc. (2009 – Present)

Program Evaluation, Grantwriting, Surveys, Conference Management and Research Services for non-profits.

- **Public Affairs Consultant, Hugo Wall School of Public Affairs, Wichita State University** (2013 to present)
Assist with grant project, program development, facilitation, research
- **Executive Director, Kansas Museums Association** (Part-time since 2009)
Manage professional education programs for Kansas museums; Provide leadership to Association; Assist board of directors; Develop resources and fundraising opportunities for Association.

Research Analyst, Institute for Academic Alliances, Kansas State University
(Part-time, 2008 -2009)

Program evaluation, develop benchmark metrics for Great Plains Interactive Distance Education Alliance; Write journal articles; Provide research and literature reviews for Institute clients.

Interim Executive Director, The Kansas African American Museum (2007- 2009)

Board consultant to provide program evaluation, administrative processes, executive director search; Manage fund-raising; Grantwriting; Supervise staff; Manage facility.

Director, Business Administration Programs/Interim Director of Acadmic Administration (2004- 2007). Tabor College Wichita, Wichita KS

Budget officer for Tabor College Wichita; Provide over-site of student advising and recruitment for Business Administration undergraduate programs; Recruit and supervise faculty members for the business programs; Develop program goals, assessment measures and outcome measures for accreditation; Develop curriculum; Coordinate alumni relations for the Business Administration and Management Program.

Research Analyst, Office of Vice President of Academic Affairs (2004). Wichita State University, Wichita, KS

Design business plans and budget proposals for special projects in academic affairs; Provide budget analysis and projections for academic affairs; Research and consulting on performance assessment, including establishing performance indicators, benchmarking, and peer institution comparisons; Assist Chief Information Office with IT resource planning and EDUCAUSE survey data..

Director, Southside Education Center (2002-2003). A Partnership in Education with Wichita State University, Cowley County Community College and Wichita Area Technical College, Wichita, KS

Chief administrative and budget officer for center serving 7,000 students; Supervise student services, support staff, marketing, procurement, inventories, equipment, facility and grounds maintenance/remodeling/cleaning, security services; Maintain academic and financial records; Conduct program assessments, student/faculty surveys, annual report and accountability matrix; Develop ITV and distance learning partnerships with Boeing and other organizations; Chair partnership board meetings.

Public Affairs Associate, (1994-2002). Center for Urban Studies: Hugo Wall School of Urban and Public Affairs, Wichita State University, Wichita, KS

Design, market and manage university continuing education programs and conferences; Serve as education director the International Institute of Municipal Clerks, Kansas Government Finance Officers Association, Kansas County Clerks' and Election Officials' Association; Develop curriculum and instruct continuing education programs for local government and non-profit organizations; Oversee program budgets and negotiate with vendors/service providers; Write grant proposals and administer and/or assist with successful grant awards to Urban Studies unit; Consult on community economic development projects, organizational productivity improvement plans, performance measurement systems and survey research projects.

PROFESSIONAL AFFILIATIONS

Association of Fundraising Professionals (Wichita, Board of Directors)
American Association of State and Local History (AASLH)
American Association of Museums (AAM)
American Association of University Women (AAUW)
Kansas Museums Association (KMA)
Kansas Professional Grantwriters Association (KPGA)
Kansas Public Telecommunications Services (KPTS Public TV) Board Treasurer)
Wichita Arts Council