

SEATTLEU

SEATTLE REPERTORY THEATRE

# Cultivating a Thriving Arts Ecosystem

## 2024 Arts Leadership Symposium

Program & Guide

March 2 · 9am - 6pm

Seattle University

hosted by the Arts Leadership MFA and BA programs



March 2, 2024

Dear Arts Advocates and Civic Leaders:

It is my great pleasure to welcome you to Seattle University. We are honored to host you for the 2024 Arts Leadership Symposium, *Cultivating a Thriving Arts Ecosystem*. I am sorry that I cannot be there with you in person as I am out of town on other university business this weekend.

The theme of this symposium resonates deeply at a Jesuit university, where the arts are studied, not just as ornamental objects, but as a central aspect of our approach to higher education. Since our earliest days, Jesuit universities have recognized the arts as powerful tools of communication and teaching, and as essential to the holistic Jesuit model of higher education.

Changing demographics, new technologies, and ongoing financial challenges have upended the arts world, particularly since COVID. Responding to these challenges requires innovative approaches from arts leaders. This symposium is an opportunity for you to explore these complexities, to hear from inspiring voices, and to explore new solutions together.

Throughout the day, you'll hear from inspiring thought leaders in the arts world, including our talented MFA students, alumni, and faculty, as well as prominent figures from this region's arts community. Their diverse perspectives will illuminate the challenges and opportunities we face, which we hope will spark productive dialogue and ignite new possibilities.

Our goal is that you will leverage this conversation to cultivate a Seattle arts ecosystem that thrives, despite the changes swirling all around us. Again, thank you all for being here today. I hope the program is both productive and inspiring.

Respectfully,

A handwritten signature in black ink, appearing to read 'Eduardo M. Peñalver'.

Eduardo M. Peñalver  
President

PRESIDENT'S OFFICE

# Schedule at a Glance

PIGT = Pigott Building  
 STCN = Student Center  
 (see last page for map)

**STCN 160** Opening Plenary and Breakfast | 9:00 – 10:00AM

**Kiyon Ross**

## SESSION 1 | 10:15 - 11:15AM

PIGT 101	Next Gen Arts: Creating Engaging Arts Ecosystems for Teens	Cultivation
PIGT 102	Leveraging the Power of Corporate America	Prosperity
PIGT 103	What Now: On Creative Administration	Futuring the Field
STCN 130 A/B	Bringing Invisible Histories to Life through the Arts	Ecosystem

## SESSION 2 | 11:30AM - 12:30PM

PIGT 101	The Role of Mentorship in Cultivating a Thriving Arts Ecosystem	Cultivation
PIGT 102	Nurturing an Ecosystem Ensemble through the Community Accelerator Grant Program	Prosperity
PIGT 103	Spice of Life Variety Shows, Cabarets, and Open Mics as a Platform for Developing New Theater and Dance Work	Futuring the Field
STCN 130 A/B	Arts Ecosystems: A Holistic Approach	Ecosystem

**STCN 160** Lunch and Networking | 12:30 – 1:30PM  
 Arts Advocacy Presentation | 12:45-1:15PM

**Manny Cawaling**

## SESSION 3 | 1:30 - 3:00PM

PIGT 101	Creating an Arts Ecosystem (2:00-3:00PM)	Cultivation
PIGT 102	Leading and Managing Fundraising Success	Prosperity
PIGT 103	1000 Hands To Succeed (1:30-1:45PM)	Futuring the Field
PIGT 103	Explore, Build, Share: A Constructionist Approach to Youth Arts Education (2:00-3:00PM)	Making
STCN 130 A/B	Arts Ecosystem Research Project: How the Past Has Set the Stage for Today's Arts Ecosystem	Ecosystem

## SESSION 4 | 3:15 - 4:15PM

PIGT 101	HER FLOWERS: Seattle Author, Playwright, Storyteller and Teaching Artist	Cultivation
PIGT 102	An Artist-First Approach to Funding/Financing Growth in Arts Ecosystem	Prosperity
PIGT 103	The True Butterfly Effect	Making
STCN 130 A/B	Arts Ecosystem Research Project: Looking Forward Toward the Future of the Seattle Arts Ecosystem	Ecosystem

**STCN 160** Closing Gathering | 5:00 – 6:00PM

**Sharon Nyree Williams**

# Conference Information

## Land and Sea Acknowledgement

We acknowledge that this Symposium and our work at Seattle University takes place on the unceded lands of the Coast Salish people, the traditional home of all tribes and bands within the Duwamish, Squamish, Tulalip, and Muckleshoot nations. Without them, we would not have access to this gathering and to this dialogue. We are grateful to the Coast Salish people, yet we realize this acknowledgment is meaningful only when accompanied with action as well as appropriate reflection. We commit to using our positionality as arts leaders to decolonize the spaces we occupy and to center native people, ideas, and art as a means in which we all work toward reconciliation.

## Planning Team

This Symposium is co-chaired by MFA alumni Keith Gehrig and Rebecca O’Neil, and presented by Arts Leadership programs at Seattle University.

## Operations Committee

Stefanie Fatooh  
Ashley Lanyon  
Josh Marron

## Programming Committee

Byron Au Yong  
Jackson Cooper  
Kevin Maifeld  
Rebecca O’Neil  
Shannon Wells

## Marketing Committee

James Miles  
Elisabeth Astwood  
Eloise Wulkmir  
Shemya Dang

## Thank You

We appreciate the organizers, presenters, volunteers, and you the participants for making this conference a success. Arts Leadership hosts this event thanks to our program sponsors at Seattle University. To support future events and programs like these, visit [seattleu.edu/artsci/giving/give-now](http://seattleu.edu/artsci/giving/give-now) and choose “Arts Leadership MFA” in the “I want to support” box.

## Arts Leadership Faculty

Byron Au Yong, Associate Professor and Director  
Christine Bateman, Adjunct Faculty  
Jackson Cooper, Adjunct Faculty  
Randy Engstrom, Adjunct Faculty  
Stefanie Fatooh, Adjunct Faculty  
Sarah Lippek, Adjunct Faculty  
Tonya Lockyer, Adjunct Faculty  
Thom Mayes, Adjunct Faculty  
Kevin Maifeld, Professor Emeritus and Founding Director  
James Miles, Assistant Professor  
Rachel Robert, Adjunct Faculty  
Debra Webb, Adjunct Faculty  
Amy Wheeler, Adjunct Faculty  
Sharon Nyree Williams, Adjunct Faculty

## Seattle University Staff

Karen Bystrom, Director of Communications  
Meghan McNeil, Graduate Enrollment Marketing Director  
Stefanie Fatooh, Director of Arts Programming  
Ashley Miller, Graduate Admissions Counselor  
Shemya Dang, Program Coordinator  
Ashley Lanyon, Assistant Operations Manager  
Caroline Kim, Graduate Marketing Assistant

# Keynote Speaker: Kiyon Ross

Kiyon Ross

*Pacific Northwest Ballet*

*Associate Artistic Director*



Born in Baltimore, Maryland, Kiyon Ross trained at the Baltimore School for the Arts, Pittsburgh Ballet Theatre, School of American Ballet, and Pacific Northwest Ballet School. He joined PNB as a new dancer in 2001. While dancing, he earned his BA in Arts Leadership from Seattle University through the Second Stage program. Kiyon retired as a Soloist in 2015. After retirement, he served on the PNB School faculty, where he taught in the DanceChance program and coordinated the Next Step program. In 2019, he became Director of Company Operations, and in 2022, he was appointed Associate Artistic Director. He has choreographed works for PNB, PNB School, Ballet Arkansas, and Atlanta Ballet and staged works by Twyla Tharp.

**Opening Breakfast Plenary and Keynote**  
**9:00 – 10:00AM | Location STCN 160**

## **Next Gen Arts: Creating Engaging Arts Ecosystems for Teens**

Cultivation

Austin Sargent, Liz Houlton

PIGT 101

In this session, TeenTix will share important quantitative and qualitative data that helps forecast and imagine what a vibrant, thriving Arts Culture for teenage Arts and Culture consumers might look like in 2024 and beyond. Featuring a panel of former staff/board, current staff, and teen participants.

TeenTix was founded in 2004 by Seattle Center and in partnership with ten of the resident arts organizations on the Seattle Center campus. In 2006, TeenTix began adding partners outside of Seattle Center. Currently, 100+ arts organizations throughout the Puget Sound region participate in the TeenTix Pass Program, our foundational Arts Access program. TeenTix also provides hands-on career exploration opportunities through internal programs like the TeenTix Press Corp, the TeenTix Arts Podcast, the TeenTix New Guard, and Mentorship for Teen Artists of Color.

TeenTix continues to expand its impact network across the state of Washington and across California with its satellite program, TeenTix LA.

## **Leveraging the Power of Corporate America to Help Grow Your Organization through Corporate Citizenship**

Prosperity

Joy Stephens

PIGT 102

You've heard the saying 'without the money there is no mission'. Earned revenue through ticket sales and donations by your loyal patrons may be down and your development team is scrambling to meet budget goals. Where else can you go for funding? Look to the for-profit sector to make up the difference. This session will teach you how to be 'corporate giving ready' by introducing you to a 10-step plan that when used, ensures that you can confidently approach businesses to support your organization whether through donations, (cash, grants, goods-in-kind), sponsorships, cause marketing partnerships and workplace giving.

## **What Now: On Creative Administration**

Futuring the Field

Tonya Lockyer and Annie Liu

PIGT 103

An interactive conversation in conjunction with the book *On Creative Administration* (Summer 2024) developed and edited by artist/arts advocate Tonya Lockyer. We are in an exceptional moment of change—change is happening and needs to happen. *On Creative Administration* explores the ways artists use creativity to challenge and future the field of arts administration. Twenty-nine artists from across the US share provocative, candid stories about the business of art, and offer new paths forward through case studies and administrative experiments. The book pairs big topics with actionable tactics, addressing themes such as agency, equity, reparations, design thinking, collaboration, and trust. Lockyer's essay contribution, and a focus of this session, looks at how the Solidarity Economies of Seattle's contemporary dance community built a thriving arts ecosystem transforming Seattle into a national dance nexus. This session provides embodied experiences around the design of inclusive, collaborative systems to build thriving arts ecosystems. Conversation co-facilitated with artist/producer Annie Liu (Seattle U MFA Arts Leadership).

## **Bringing Invisible Histories to Life through the Arts**

Ecosystems

Elke Hautala, Cari Simson

STCN 130 A/B

*Invisible Histories* utilizes arts, performance and multimedia to make historical and cultural research visible. Created by performer turned visual anthropologist Elke Hautala and mixed media artist plus environmental consultant Cari Simson. Elke's work manifests in a variety of forms from feature documentaries to mixed media theatrical productions and even music videos. Her work has been exhibited everywhere from the Neptune Theatre to the Alamo Drafthouse Austin and the Jewish Museum in Amsterdam. Cari is the producer of the annual Georgetown Haunted History Tour, which has entertained sold out crowds for the past several years. She is a teacher of lost knowledge with a space at Equinox Studios in Georgetown, and a catalyst and community connector to bring big ideas to fruition by assembling diverse teams and partnerships. Their mission is to connect audiences with hidden histories, marginalized perspectives and untold stories through uniquely engaging ways. <https://www.invisible-histories.com>

## **The Role of Mentorship in Cultivating a Thriving Arts Ecosystem**

Cultivation

Rebecca O'Neil and Shana Bestock

PIGT 101

Shana Bestock, Artistic Associate, ACT/Founding Director, Penguin Productions and Rebecca O'Neil, MFA 19, Founding Artistic Director, The Shattered Glass Project both run programs which use different styles of mentoring to help emerging theatre professionals become better artists and creative decision-makers. In this presentation, they dive into questions about the benefits, practices, challenges and successes of intentionally using mentoring to guide professional development in the Seattle theatre ecosystem.

## **Nurturing an Ecosystem Ensemble through the Community Accelerator Grant Program**

Prosperity

Anne Shukla, Ellen Milligan, Amber Rose Jimenez, Troy P. Coalman

PIGT 102

Discover the intricacies of the Community Accelerator Grant Program, a \$10 million initiative funded by the Paul G. Allen Family Foundation and administered by ArtsFund. This groundbreaking program supported 671 arts and cultural organizations across Washington State, responding to the insights from the 2021 COVID Cultural Impact Study. Our session will delve into the program's unique features, including a community-informed approach, statewide outreach to connect with new arts organizations, and the provision of unrestricted funding.

Panelists will reflect on lessons learned from Year 1 and their application in Year 2, providing concrete examples of changes to the application, outreach, and award process that were made in response to community feedback. Discover how diverse ecosystem actors\* navigate the grant process, emphasizing efforts to amplify diverse voices. Attendees will be encouraged to consider their role in cultivating a thriving arts ecosystem. Join us for an engaging and informative session that combines knowledge sharing, reflection, and a collective vision for the future of Washington State's cultural community.

\*ecosystem actors represent the diverse stakeholders, including arts organizations, artists, audiences, government agencies, foundations, and more, that collectively contribute to the vitality and sustainability of the arts sector.



## **Spice of Life: Variety Shows, Cabarets, and Open Mics as a Platform for Developing New Theater and Dance Work**

Futuring the Field

Pamala Mijatov

PIGT 103

How does a generative artist develop a new project from a seed of an idea to a fully-realized work ready for production? For many theater and contemporary dance practitioners, the first step is to workshop fragments of a larger project at variety shows, cabarets, or open mics — curated or uncurated performance events that provide both an evening's entertainment for audiences, and an invaluable low-barrier-to-entry platform for artists to test out new work. Using interviews with curators, producers, and performers, this presentation will examine variety shows as developmental platforms, give a brief overview of historic and current variety shows in Seattle that cater to theater and contemporary dance, and explore strategies for developing audiences and building community around one-off and recurring shows.

## **Arts Ecosystems: A Holistic Approach**

Ecosystems

Shannon Welles

STCN 103 A/B

The language of ecology has seeped into the day-to-day lexicon, but the arts ecosystem is more than a metaphor. This presentation considers larger ecological and systems contexts to cultivating thriving arts ecosystems while remaining rooted in the Seattle region. Shannon has been researching the entanglement of arts and ecology since 2017, in SU's Arts Leadership program and Schumacher College's Ecological Design Thinking program. She has researched and mapped the challenges Seattle's arts ecosystem faces through a systems lens and transition design approach. Shannon will synthesize her work and offer fertile ground for cultivation through inspiring real-world examples and provocations to stretch symposium attendees' thinking. She will activate the imagination through art and story. As the arts ecosystem struggles to rebound after the pandemic, there is a window of opportunity to compost ideas and practices that do not serve healthy ecosystems and to, instead, cultivate the conditions for flourishing life

## Lunch Speaker: Manny Cawaling



### Manny Cawaling

*Executive Director  
Inspire Washington*

Manuel R. Cawaling is the Executive Director for Inspire Washington. Most recently, he completed 10 years as Executive Director for Youth Theatre Northwest. A Seattle native, Manuel has been working professionally as an artist and cultural leader for nearly 30 years. In 1989, Manuel was at the forefront of Seattle's fringe theatre movement, serving as Artistic Director for Pilgrim Center for the Arts. He also served as a founding board member for Seattle's League of Fringe Theatres, the predecessor of Theatre Puget Sound. As Associate Artistic Director for the Northwest Asian American Theatre, he initiated an award-winning Youth Outreach and Education Program; conducted theater residencies in local high schools and communities; and developed their capital campaign. As Exhibit Developer and Manager for the Wing Luke Asian Museum, he developed award winning exhibits, spearheaded outreach initiatives with refugee communities, and led YouthCAN. From 2003 to 2008, Manuel served on staff at the Langston Hughes Performing Arts Center, initially in artistic programming and then as Managing Director, overseeing all administrative and programmatic activities. He has served two terms on the Seattle Center Advisory Commission, was a member of the Seattle Office of Arts and Culture's Public Art Advisory Committee and served as President for the Washington State Arts Alliance Foundation.

## Networking Area Presenters

Dale Dolejsi, art and photography

Elke Hautala and Cari Simson, Invisible Histories

Ashley Miller, Seattle University Admissions

Miles Schalagel, Pratt Aglow

Janelle Simms, Seattle University Office of Alumni Engagement

For Session 3, there will be several presentations happening at various times between 1:30 - 3:00PM. The schedule below is organized by location PIGT 101, 102, 103, and STCN 103 A/B. Please note the time for the session(s) you would like to attend.

## **Creating an Arts Ecosystem**

Cultivation

Derek Edamura

PIGT 101 2:00 - 3:00PM

Creating an Arts Ecosystem, speaks to the critical work being done at Northwest Film Forum in community building and collaboration. Since COVID, the increasing scarcity of resources has made it critical for all parts of the arts sector to radically rethink partnerships and collaborations in a way that centers mutual benefits and intersectional programming. This arts ecosystem also speaks to the incredible work Northwest Film Forum does to support filmmakers and artists at all levels and from all communities.

## **Leading and Managing Fundraising Success**

Prosperity

Jackson Cooper

PIGT 102 1:30 - 3:00PM

Session focused on developing successful fundraising management and team leadership, aimed towards Fundraising Director, Artistic and Executive Leadership, and Board Leadership. The session will cover a broad range of topics including team and individual biases, preventing burnout, maintaining momentum, and expanding partnership between Executive Leadership and Fundraising shops to ensure sustainable success. The session will feature new practices in sustainable fundraising, interactive exercises, and visioning space to better empower Directors and managers to create a strong cadence of fundraising throughout their entire organization.

## 1000 Hands To Succeed

Futuring the Field

Maria Gotay

PIGT 103 1:30 - 1:45PM

I'll tell the story of my experience working with community-powered arts and 1000 Hands, my Burning Man 2023 Honorarium artwork, which was collectively crafted in Austin by over 500 participants of all ages.

## Explore, Build, Share: A Constructionist Approach to Youth Arts Education

Making Art

Nick Ames

PIGT 103 2:00 - 3:00PM

The arts provide a unique opportunity to guide young people through an iterative and cumulative process of identity and knowledge construction. The sustainability of our larger Arts Ecosystem depends on young people being provided with spaces in which to develop their own identities and creative communities. In this session we will explore constructionist approaches to arts-integrated education, work in groups to prototype new program concepts, and create a collective document (zine) to share our findings with other symposium attendees.

## Arts Ecosystem Research Project: How the Past Has Set the Stage for Today's Arts Ecosystem

Ecosystems

Moderator: Norie Sato; Panel: Claudia Bach, Stefanie Fatooh, Gülgün Kayim, Larry Reid, Steve Sneed

STCN 103 A/B 1:30 - 3:00PM

The Arts Ecosystem Research Project is an ongoing initiative of Seattle University's Master of Fine Arts in Arts Leadership, Lemieux Library, and the community to research and document the Seattle region's arts and culture sector since the 1962 World's Fair. During two related Symposium sessions, we will explore AERP as a tool for understanding Seattle's arts ecosystem of yesterday, today, and tomorrow.

The first AERP Session introduces audiences to the AERP archive and website as tools, explores the purpose, and considers ways the information collected has been applied, interpreted, and utilized to reveal new insights. A moderated conversation with established arts leaders explores what is revealed about our arts ecosystem from the history of our local arts sector, and how those stories and lessons inform and continue to shape today's arts environment from varying points of view.

## **HER FLOWERS: Seattle Author, Playwright, Storyteller and Teaching Artist**

Cultivation

ThatTyrone Brown

PIGT 101

In keeping with the symposium theme of "cultivating a thriving arts ecosystem," HER FLOWERS: Seattle Author, Playwright, Storyteller and Teacher Artist is a session dedicated to the life, legacy and writings of Kathya Alexander. The session will explore Alexander contributions to the arts ecosystem in the Pacific Northwest, her interdependent relationships with other artists and arts organizations, and her inspiring story of perseverance and resilience as a Black woman "committed to writing stories that unearth the truth, offer personal and cultural healing, and give rise to social transformation." The session will include three components, a presentation, fish-bowl conversation and a Q&A session with those in attendance.

## **An Artist-First Approach to Funding/Financing Growth in Arts Ecosystem**

Prosperity

Sarah Rathbone, Cat Martin, Miguel Guillén, Benjamin Hunter, Reese

Tanimura

PIGT 102

Art will never die. How we fund and finance the work and whether there are new models to create or explore is the question. This session will look at traditional "capital stack" structures - philanthropy, grants, earned income, program revenue, sales, business income, interest - and use an artist-first approach to discuss emergent funding and financing models that can support the creative economy. (EG: micro lending, regenerative finance, community development finance, venture capital, or something totally new!)

This will be a conversation moderated by Sarah Rathbone.

## **The True Butterfly Effect**

Making Art

Alex Nason & Eboni Wyatt

PIGT 103

The True Butterfly Effect workshop is inspired by the idea of the butterfly effect, which is that seemingly insignificant factors can also impact the system at large. It's inspired by Alex's community-driven artist residency at the Amazon Sphere's Understory space in 2023, during which individuals created hexagons as part of a "beehive" installation. Drawing on the foundational principles of the butterfly effect from this project, which are also the core of Eboni's self-published zines, attendees will step into their creativity and be reminded of the magic of introspection and self-discovery.

During the workshop, we invite participants to paint small aluminum butterflies symbolizing the power that each individual voice holds as part of the collective. Through making art, attendees are encouraged to reflect on the importance of nourishing one's own creative practice and how everything we do impacts and matters within the interwoven fabric of the communities we lead and serve.

## **Arts Ecosystem Research Project: Looking Forward Toward the Future of the Seattle Arts Ecosystem**

Ecosystems

Moderator: Ana Rusness-Petersen, Panel: Cassie Chinn, Elisheba Johnson

STCN 130 A/B

The Symposium's second Arts Ecosystem Research Project session explores how this ongoing initiative of Seattle University's Master of Fine Arts in Arts Leadership, Lemieux Library, and the community can be a launch point for the future of the arts ecosystem in the region. AERP's research and documentation can link today's evolving sector to what has occurred since the 1962 World's Fair and can provide both inspiration as well as cautionary tales.

Looking forward towards the future of Seattle's arts ecosystem, this moderated conversation brings the voices of influential arts leaders in community-centric organizations to consider how the archive of AERP data can be used to inform the future of Seattle arts and to explore the directions and potentials that lie ahead for the ecosystem.

# Keynote Moderator: Sharon Nyree Williams

*Share your ideas about Cultivating a Thriving Arts Ecosystem in this discussion.*

## Sharon Nyree Williams

Writer, Performer, and Executive Producer

Sharon Nyree Williams is a storyteller, EMMY Award Winner and Silver Telly Award winning voice-over artist, producer, presenter, and adjunct professor.

Sharon is the Interim Executive Director for Spectrum Dance Theater, co-Chair of the Historic Central Area Arts and Cultural District, KUOW Board Member, a former Seattle Arts Commissioner. In 2006, she founded The Mahoghany Project.



Sharon has a Master of Fine Arts in Arts Leadership degree from Seattle University, where she also teaches. She is a graduate of the Historical Black College and University, Delaware State University with a Bachelors of Arts in Television Production and a Masters of Business Administration degrees.

As a storyteller, she shares stories about her imperfections in hopes that she can change the world one story at a time. She hopes her stories will act as a bridge in bringing communities closer together. Sharon has had the privilege to perform throughout the United States and in Rwanda. Dare to Claim the Sky is a book and her third solo show that was performed Off-Broadway in 2018. She has three poetry plus storytelling albums Humanity, Consciousness of Love, and SHOOK.

Sharon loves experiencing life through the artistry of storytelling and leadership.

**Closing Gathering Keynote**  
**5:00 – 6:00PM | Location STCN 160**

# Participant Biographies

## **Tonya Lockyer**

*What Now: On Creative Administration*

Tonya Lockyer, "a key cultural changemaker" (Seattle Times) is an award-winning artist and cultural producer. Her work as an artist, groundbreaking arts leader and curator has been recognized by the National Endowment for the Arts, Arts International, Princeton University, NPR, Canada Council, and the City of Seattle. Widely praised as the transformative director of Seattle's Velocity Dance Center (2011-2018), she has collaborated with some of the most innovative artistic experimentalists of our time. Lockyer's book *On Creative Administration*, a "visionary" collection of interviews and essays by artists challenging the business of art, officially launches Summer 2024.

## **Annie Liu**

*What Now: On Creative Administration*

Annie Liu, (they/them) is a lighting designer, producer, and creative collaborator pursuing their MFA in Arts Leadership at SU. Annie was recently On the Boards's Associate Producer and is currently the Lead Electrician for the Lee Center for the Arts at SU.

## **Pamala Mijatov**

*Spice of Life*

Pamala Mijatov is the Executive Director of Theatre Off Jackson, a community-driven arts space in Seattle's International District. She has over 15 years' experience developing new theater work in Seattle, having served as the Artistic Director of Annex Theatre, on the steering committee for the Seattle Fringe Festival, and on the Board of The 14/48 Projects. As a theater artist, she has collaborated on dozens of world-premiere plays as a performer, director, and producer. Pamala has a BFA in Theatre from Cornish College of the Arts and an MFA in Arts Leadership from Seattle University.

## **Maria Gotay**

*1000 Hands To Succeed*

Maria is an arts leader working to illuminate art in everyday formats. She has worked as a creative director, consultant, designer and producer. She's the founder and director of ladies-led art collective Art Island, producing sold-out events & activations all over Austin. In 2023, she and her collective received one of seventy-five worldwide honorarium grants to create an artwork for Burning Man. She is dreaming & doing across Austin and Seattle while getting her MFA at Seattle U.

## **Nick Ames**

*Explore, Build, Share: A Constructionist Approach to Youth Arts Education*

Nick Ames is a Seattle-based artist, facilitator, and educator dedicated to creating inclusive communities where young people gain agency and experience joy through digital and physical making. Nick has developed and run programs that center creative making as the Director of Instructional Fabrication at the University of Washington and as the Manager of the Billodue Makerspace and Media Production Center at Seattle University. Nick also provides consultancy and advising for numerous k-12 schools, colleges and universities, industry partners, and community arts organizations. In his personal artistic practice Nick works at the intersection of digital and analog technologies. Trained as a puppeteer, printmaker, sculptor, digital fabricator, and architect, Nick is interested in the conversation between robots, grease pencils, machines, materials, tradition, and the future



## **Alex Nason**

### *The True Butterfly Effect*

Alex (she/her) is an artist and arts administrator who currently oversees commission projects and community engagement as Project Director at Urban ArtWorks, a Seattle-based public art and youth mentorship nonprofit. Alex has over 10 years of experience in the field of art and design, which includes commercial art consulting, architecture and interior design, and fine-art within a gallery setting.

Alex graduated from Washington University in St. Louis with a BFA in visual communications, focusing on illustration. Alex has been making art since as early as she can remember, and her practice includes mixed media work at various scales. She is deeply passionate about the power of building community through public art as well as the potential for public art to create social change. Alex applies her inclusive creative practice to her work at Urban ArtWorks by empowering others to engage with their creativity through various types of community-driven initiatives.

## **Liz Houlton**

### *Next Gen Arts: Creating engaging Arts Ecosystems for Teens*

Liz moved to Seattle in 2015 after receiving a BFA in Dance Choreography and Performance from California Institute of the Arts (BFA '15). While producing in Seattle, Liz began to learn of the barriers to arts engagement and the need for authentic relationship building in fundraising efforts, discovering a desire to pursue Arts Leadership. Liz received her MFA in Arts Leadership from Seattle University in 2021 and has worked as an institutional and individual fundraiser for Seattle Children's Theatre, Base: Experimental Arts + Space, Whim W'Him Contemporary Dance Company, and Town Hall Seattle. She currently serves on Whim W'Him Contemporary Dance Company's Board of Directors, is a member of the Washington Women's Foundation.. Liz recently joined TeenTix as their Director of Institutional Giving and a Minnesota native.

## **Eboni Wyatt**

### *The True Butterfly Effect*

Eboni Wyatt (they/them) is an artist and art administrator. They currently manage Urban ArtWorks youth programs as their Program Director. They have worked in youth development for over 10 years, working with K-12 youth and young adults. Eboni has managed and developed programs centered around the intersections of art, social justice, and community development to support meaningful collegiate and after-school programming and experiences. Their personal creative practice is based in film photography, zines and prose. They graduated from Georgia State University with a Bachelor of Arts in Sociology focusing on race and urban studies, which informs their passion for telling stories of systemically disenfranchised peoples. They've published 4 zines focused on themes of introspection, identity, and healing. Eboni applies their introspective creative practice to their work as a Program Director encouraging Teaching Artists to create a brave space to empower youth to create from a space within for self-discovery.

## **Austin Sargent**

### *Next Gen Arts: Creating engaging Arts Ecosystems for Teens*

Austin is a proud Seattle University Alumni, having earned his Master's of Fine Arts in Arts Leadership and Certificate in Fundraising Leadership. As an Arts Leader, Austin has worked with the Washington State Arts Commission (ArtsWA), Three Dollar Bill Cinema, Crux Consulting, Third Way Creative, and most recently as the Program Manager of Speak With Purpose. Austin is committed to the vibrancy and diversity of Seattle's Arts Ecosystem and spends lots of his free time at Art Galleries, Concerts, Theater Performances, Dance Showcases, and the like. Austin grew up on the Mvskoke and Hitchiti lands.

## **Rebecca O'Neil**

### *The Role of Mentorship in Cultivating a Thriving Arts Ecosystem*

Rebecca O'Neil is a Seattle-based actor and emerging director with a passion for equity in the theatre and a profound interest in producing, directing, and/or collaborating with others to create theatre that tells stories about all kinds of people, at all the intersections in their lives. A 2019 graduate of the MFA Arts Leadership program at Seattle University, she applied her classroom work to the development of The Shattered Glass Project and the implementation of the Playwright and Director Incubator/Mentor Program. Rebecca is the president of the Theater Puget Sound board of directors for 2023 and previously served as treasurer. She goes back to school as a solution to all problems, and consequently has an MFA in Acting (University of Portland); an MA in Teaching (Willamette University), and a BA in Dramatic Arts (Mills College).

## **Shana Bestock**

### *The Role of Mentorship in Cultivating a Thriving Arts Ecosystem*

Shana is a writer, educator, theater artist, and non-profit leader based in Seattle, WA. She has directed over 200 productions with youth ensembles and overseen over 120 professional productions. Shana works with both classic and contemporary texts, and has commissioned, produced, and directed many world premieres. Shana is currently ACT Theatre's Artistic Associate, Education. She is also a Fulbright Specialist, working internationally at the intersections of theater, social justice, and community building. She was a member of the ArtEquity cohort of 2016-17 and of the Leadership Tomorrow Class of '21, engaging with cross-sector leaders around regional issues through an equity lens. From 2001-2016, Shana served as Seattle Public Theater's Artistic and Education Director. Through her creative and community work, she strives to increase our capacity to connect, reflect, and create in order to make a more curious, compassionate and creative world.

## **Derek Edamura**

### *Creating an Arts Ecosystem*

Derek Edamura has been working as a documentary filmmaker, teaching artist, and community organizer for the past 13 years. In 2021, Derek joined Northwest Film Forum as the Education Director and has since become the Executive Director. During his tenure he reinstated all of the Forum's core educational programming, apprenticeship programs and artist support services after an 18 month pandemic closure. He also co-led the creation of a new narrative filmmaking apprentice program, which has now become a model for other programs in the local community.

## **ThatTyrone Brown**

### *Her Flowers*

ThatTyrone, originally born and raised in Seattle, Washington, currently calls Philadelphia, Pennsylvania - the City of Brotherly (and Sisterly) Love - home. He enjoys reading books by Octavia E. Butler, Colson Whitehead and James Baldwin, watching Ang Lee, Spike Lee, and Pedro Almodovar films and dancing to 90's house music. Brown moonlights as a jazz vocalist with the Billy Strayhorn Project and has the distinction of being both an US Army Veteran and Peace Corps Volunteer alum. He enjoys taking staycations, traveling to far-off places and loves being both a big brother to two amazing sisters and an unabashed mama's-boy. Brown received a B.A. in Interdisciplinary Studies in African American Aesthetics, Theatre Directing, Production & Dance from Fairhaven College at Western Washington University, a Masters in Arts Leadership from Seattle University and is an proud Directing Fellowship alum with The Drama League, New York City. Brown currently serves as an advisory committee member with the Philadelphia Fringe Festival and is the owner of NXT THRSKY, an art, event and performance production company.

## **Elke Hautala & Cari Simson**

### *Bringing Invisible Histories to Life through the Arts*

Invisible Histories utilizes arts, performance and multimedia to make historical and cultural research visible. Created by performer turned visual anthropologist Elke Hautala and mixed media artist plus environmental consultant Cari Simson. Elke's work manifests in a variety of forms from feature documentaries to mixed media theatrical productions and even music videos. Her work has been exhibited everywhere from the Neptune Theatre to the Alamo Drafthouse Austin and the Jewish Museum in Amsterdam. Cari is the producer of the annual Georgetown Haunted History Tour, which has entertained sold out crowds for the past several years. She is a teacher of lost knowledge with a space at Equinox Studios in Georgetown, and a catalyst and community connector to bring big ideas to fruition by assembling diverse teams and partnerships. Their mission is to connect audiences with hidden histories, marginalized perspectives and untold stories through uniquely engaging ways. <https://www.invisible-histories.com>

## **Stefanie Fatooh**

### *Arts Ecosystem Research Project*

Stefanie Fatooh is the Arts Ecosystem Research Project Manager, an alum of the MFA in Arts Leadership program, an adjunct professor in the Arts Leadership program, and the Director of Arts Programming at Seattle University. She has been involved in AERP since 2020, working as a Research Fellow for the BIPOC Research Initiative and a Research Assistant through Lemieux Library, as well as contributing research to AERP through publishing a case study and utilizing the archive for her 2022 Summary Project. Stefanie has also presented her research at both the Association of Arts Administration Educators (AAAE) and the Dance Studies Association (DSA) conferences. Stefanie's diverse background as a dancer, business owner, cultural worker, and scholar influence her interdisciplinary research approach.

## **Claudia Bach**

### *Arts Ecosystem Research Project*

Claudia Bach is the founder and project director for the Arts Ecosystem Research Project and teaches the related Applied Research Seminar for Seattle University's MFA in Arts Leadership. She has served on the faculty since 2010 and brings over 30 years of professional experience in the arts, heritage, and culture. Her work in senior management in the museum field has been complemented by her consulting practice, AdvisArts, which she founded in 1982, serving arts and culture organizations, museums, individual artists, foundations, governmental agencies, arts commissions, and community groups in Washington State and nationally. She has conducted research in the arts for numerous entities including Grantmakers in the Arts, Rasmuson Foundation, Artists Up, Artist Trust, and the National Performance Network/Visual Arts Network.

## **Norie Sato**

### *Arts Ecosystem Research Project*

Norie Sato is internationally recognized for her artwork for public contexts. Her practice includes works for galleries, museums, and other installations in various media including glass, metal, terrazzo floors, landscape, video, and light. Projects include the San Diego International Airport Reflection Room; San Francisco International Airport Terminal 2; Arabian Library, Scottsdale; Miami International Airport; Seattle Justice Center; Salt Lake City Light Rail; Port of Portland Headquarters; and an artwork for the Union St. East-West Connector for Seattle's waterfront. For more than four decades Norie has actively engaged with the arts ecosystem in Seattle in a variety of roles starting with her work with and/or in the 1970s and serving on many boards and commissions including CoCA, Seattle Arts Commission, Seattle Planning Commission, Seattle Design Commission, and On the Boards, as well as advisory roles for housing and community facilities. National board service includes Public Art Network Council of Americans for the Arts, College Art Association, and currently the International Sculpture Center.

## **Larry Reid**

### *Arts Ecosystem Research Project*

Larry Reid has been active in Seattle's art community since opening Rosco Louie gallery in 1978. He later founded Graven Image gallery before serving as program director at the Center on Contemporary Art (CoCA), marketing director at Fantagraphics Books, and curator at Experience Music Project (now MoPOP) Since 2006 he has operated Fantagraphics Bookstore & Gallery in Georgetown.

## **Steve Sneed**

### *Arts Ecosystem Research Project*

Steve Sneed worked with the City of Seattle for 31 years, serving 11 years as the Director of the Langston Hughes Center and 20 years as the Managing Artistic Director at Seattle Center. At Seattle Center he expanded the Festal Cultural Festival program from 11 events to 24 annual ethnic cultural festivals. Steve began his career at the age of 15 as the leader of the African drum and dance group the OGUNDA'S, performing at Washington festivals, prisons, colleges, and special events including CTI Jazz at the Paramount Theatre. He later studied theatre arts, music, and advertising at the University of Washington, worked as an Equity actor in Seattle, and produced and directed plays. As an actor he was nominated for an Emmy Award for his role as the title character in the KCTS 9 drama Cellar George. Steve has served two terms as a Washington State Arts Commissioner. He is married to his childhood sweetheart, Vida, and is the proud dad of six children and grandfather of five.

## **Gülgün Kayim**

### *Arts Ecosystem Research Project*

Gülgün Kayim is the Director of the Seattle Office of Arts and Culture. She was just recently sworn in by Mayor Bruce Harrell. She comes from Minneapolis' Office of Arts, Culture and the Creative Economy. She is a theater artist and arts administrator long focused on economic sustainability for creative workers and organizations.

## **Ana Rusness-Petersen**

### *Arts Ecosystem Research Project*

Ana N. Rusness-Petersen (she/her) is Shunpike's Accounting & Administrative Coordinator. Ana is an arts leader, community placemaker, and creative producer/stage manager who has worked over two decades as a venue manager and all-around production resource for theatres, festivals, and public spaces in Seattle, Chicago, Austin, and Fargo. She got her MFA in Arts Leadership at Seattle University in 2019, and is now working with Shunpike, as the Interim Operations Director of the Bellevue Youth Symphony Orchestra, and as a Rentals Consultant for ZACH Theatre. Ana also serves on the Board of Pottery Northwest, and is a member of the Theatre Communications Group (TCG), International Live Events Association (ILEA), and an Alumni Advisor for Seattle U's Arts Ecosystem Research Project, who published her case study on the U District's historic Neptune Theatre. Ana uses her company, Ana Noelle Creative Productions to administer her creative projects, collaborations, photography, publishing, and philanthropic efforts.

## **Cassie Chinn**

### *Arts Ecosystem Research Project*

Cassie Chinn, Deputy Executive Director at the Wing Luke Museum of the Asian Pacific American Experience, oversees planning and implementation of exhibition, collection, public programming and education initiatives in collaboration with community members. In her 25 plus years with the museum, she has worked with numerous community advisory committees and community members to create exhibitions, gather oral histories and produce other museum projects.

## **Joy Stephens**

*Leveraging the Power of Corporate America to Help Grow Your Organization through Corporate Citizenship*

Joy Stephens, Founder and CEO of the Corporate Giving Network (CGN) has been a fundraising consultant for the last 17 years. Beginning her practice as a generalist in 2007, ten years ago she changed her firm's service offerings to focus primarily on corporate giving, sponsorship and placing business professionals on nonprofit boards.

CGN is a professional development, educational and networking group for fundraisers who want to focus on growing their corporate donors and sponsors. Its educational programming includes an annual conference in mid-March and 14 monthly workshops per year.

Joy is a certified adult trainer and has instructed at University of Washington, Western Washington University, and City University. She teaches an eight-week CFRE certificate course in Corporate Giving & Sponsorships for Nonprofits.

Joy serves on the Columbia Tower Club's Social Impact and DEI Committees and in her spare time enjoys reading, gardening, traveling, golf and cycling.

## **Anne Shukla**

*Nurturing an Ecosystem Ensemble through the Community Accelerator Grant Program*

Anne Shukla (she/her) is the Measurement and Evaluation Officer at the Paul G. Allen Family Foundation. She holds an MFA in Arts Leadership from Seattle University. Prior to her current role, Anne spent 12 years with MEMconsultants, providing evaluation and planning services for nonprofits, foundations and other community organizations. She has also taught classes in the MFAL and MNPL programs at Seattle University and previously worked at YouthCare and the City of Seattle.

## **Amber Rose Jimenez**

*Nurturing an Ecosystem Ensemble through the Community Accelerator Grant Program*

Anne Shukla (she/her) is the Measurement and Amber Rose Jimenez (she/her) believes in the power and possibility of a just, multiracial democracy. As Program Officer for Arts & Culture at the Paul G. Allen Family Foundation, Amber Rose advises on philanthropic investments to enhance the human experience of arts & culture. Previously, she worked at the Seattle Office of Arts & Culture, Seattle Foundation, and the Washington Bus, and served on the boards of Community Roots Housing Foundation, the Vera Project, Seattle Works, and The Seattle Arts Commission.

## **Troy P. Coalman**

*Nurturing an Ecosystem Ensemble through the Community Accelerator Grant Program*

Troy P. Coalman: Mr. Coalman is a fundraising professional with over 2 and a half decades of experience. He is currently the Senior Director of Donor Impact at Wellspring Family Services, overseeing individual fundraising programs, data and department operations and an instructor at the University of Washington. With a career spanning three decades, he has worked in fundraising for education, the arts, social justice, LGBT communities, and human services. His expertise includes Annual Fund, Major Gifts, Legacy Giving, Campaigns, Data & Technology, Grants, and Events. Mr. Coalman is a sought-after presenter and lecturer on fundraising, having contributed to local, regional, and national forums. He has held leadership roles with the Association of Fundraising Professionals and advised the international organization. Alongside his fundraising background, he has experience as a consultant in branding, marketing, and public relations. Additionally Mr. Coalman advocates for LGBT rights and serves as an accessibility advocate, speaking, writing and teaching accessibility awareness and collaborating with the Seattle Cultural Accessibility Consortium.

## **Ellen Milligan**

### *Nurturing an Ecosystem Ensemble through the Community Accelerator Grant Program*

Ellen Milligan (she/her) is Vice President of Grantmaking at ArtsFund in Seattle, Washington. She has been a member of the ArtsFund team since 2016, and before that, worked for performing arts organizations on the West Coast and in the Midwest. She earned her B.A. from Ohio State University. She has served as a member of the Seattle Cultural Accessibility Consortium Steering Committee since 2021.

## **Sarah Rathbone**

### *An Artist-First Approach to funding/ financing Growth in Arts Ecosystem*

Co-Founder and Chief Executive Officer of Co-Stellar, a social purpose lender and community financial institution, Sarah Rathbone is a builder at heart. Before co-founding Co-Stellar, Sarah worked as a creative economy consultant, providing leadership and strategic counsel to mission-driven organizations for more than 20 years. An advocate for the power of music and art to lift up communities, Sarah is committed to helping organizations and individuals thrive in the creative economy. Her recent clients include KEXP, MoPOP, Red Eagle Soaring, Totem Star, The Rhapsody Project, Keep Music Live WA, GLAAD, Freakout! and Seattle ReCreative. and she has advised many artist friends, arts collectives, and intermediaries as formal and informal clients. She is skilled in leading capital projects and has helped raise more than \$750 million for projects around the world. Sarah is a member of the Opportunity Finance Network, Women in Planning and Development, and Cultural Economics International.

## **Jackson Cooper**

### *Leading and Managing Fundraising Success*

Jackson Cooper (he/they) is a nationally recognized queer arts leader. In 2023, he was named one of Musical America's Top 30 Arts Professionals of the Year and, in 2022, recognized by Southern Theatre magazine as one of six rising leaders paving the way for "The Future of Arts Fundraising" in Fall 2022. Cooper was named the Executive Director of the American Genre Film Archive, the largest film archive in the world dedicated to genre films, in 2024. He serves as an Adjunct Faculty member for Seattle University's Arts Leadership program and UNC-Greensboro's Arts Administration department where he teaches Fundraising in the Arts. He holds an MFA in Arts Leadership from Seattle University and was a finalist for GeekWire's inaugural UnCommon Thinkers award in 2023.

## **Cat Martin**

### *An Artist-First Approach to Funding/ Financing Growth in Arts Ecosystem*

Senior Advisor for Community Partnerships, Paul G. Allen Family Foundation

Cat Martin is a strategic partnership manager with a rich background in philanthropy and corporate responsibility, specializing in community relationship building, program development, and resource alignment. Previously, as Vice President of Pacific Northwest Philanthropy at JPMorgan Chase, Cat managed grant investments aimed at economic inclusion, following her tenure at U.S. Bank where she promoted arts education, youth development, and social services. Her career also spans external affairs roles with notable Northwest arts organizations, including the Frye Art Museum, Pratt Fine Arts Center, and Pacific Northwest Ballet. A classically trained violinist, Cat has performed as a vocalist and multi-instrumentalist in various musical groups and recordings. Currently, she serves on the boards of Philanthropy Northwest and the Mercer Island Fine Arts Advisory Council.

## **Reese Tanimura**

*An Artist-First Approach to Funding/  
Financing Growth in Arts Ecosystem*

Managing Director, Northwest Folklife Festival  
Reese is a fourth generation Japanese American who was born on the island of O'ahu and raised between Hawaii and Illinois. Her passion for music was ignited the moment she began playing the ukulele and has grown steadily through numerous instruments and genres. Reese now serves as the Managing Director of Northwest Folklife, a sublime fusion of her personal endeavors with the organizational vision of 'Strengthening communities through arts and culture.'

Since 2008, Reese has been the Music Director of Rain City Jazz Orchestra, an 18-piece all female/non-binary Big Band ensemble. She is a founding member of the urban folkgrass group, Lavender Lucy, and plays guitar in the all-female Nirvana tribute band, Heart Shaped Boxes. Reese earned a BA in Music Education from the University of Illinois and a certificate in Non-Profit Management from the University of Washington. In 2021, she joined the Recording Academy as a professional member with a profound commitment to making our region a thriving, sustainable ecosystem for creatives and cultural workers. "My folklife is rooted the spirit of Aloha and the vibrant culture of the indigenous Hawaiian peoples that has been graciously shared with me, the wisdom passed from my family and ancestors, and the strength of the female trailblazers in blues, jazz and rock 'n roll that have shaped my values of community, compassion and creativity."

## **Miguel Guillén, Program Manager**

*Nurturing an Ecosystem Ensemble through  
the Community Accelerator Grant Program*

Grants to Organizations

ArtsWA - Washington State Arts Commission

Miguel has more than fifteen years of professional experience as an arts administrator with a demonstrated commitment to equitable management of funding and support programs for arts organizations and individual artists. He has expertise in administering arts funding and public programming as well as a positive, statewide, professional reputation as an accessible, knowledgeable, compassionate, and passionate, program manager. Miguel's work as a practicing visual artist contributes to his understanding of the needs of artists and cultural communities. His career-long focus has been increasing access to arts programming and funding for under-recognized, under-serviced, under-resourced artists and cultural communities.

Special Thanks...

Symposium Volunteers:

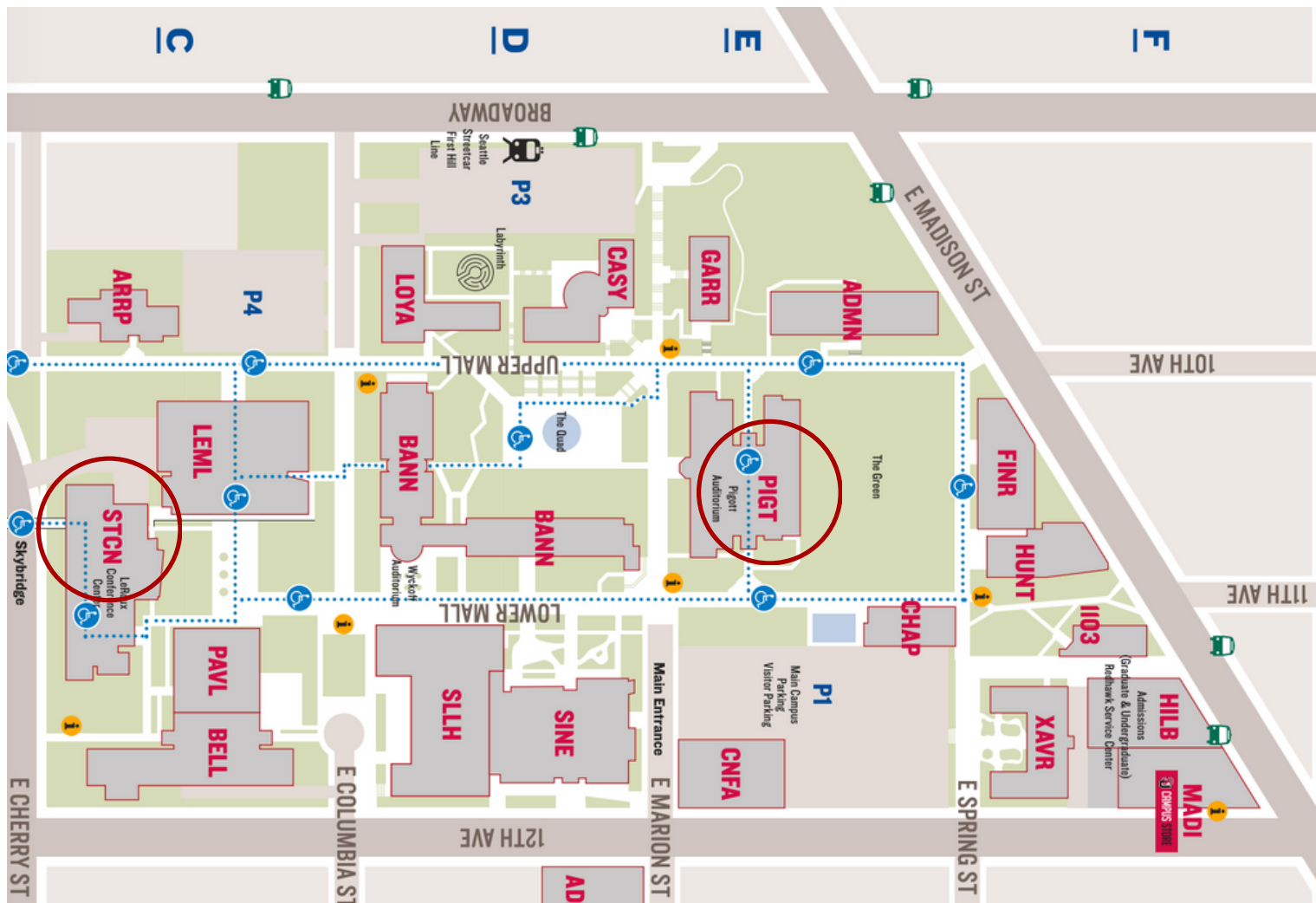
Claudia Diaz, Isaiah Kahn, Kayla Okonu, and Pam Zeng

Support from Seattle University's Endowed Mission Fund  
and College of Arts and Sciences Dean's Office.

# Symposium Map

**STCN** - Student Center

**PIGT** - Pigott Building



## An Invitation

Throughout this Symposium, you'll hear from inspiring leaders, including our MFA students, alumni, and faculty, along with prominent figures from the regional arts scene. Everyone's perspective will reveal challenges and opportunities to encourage productive dialogue and foster new possibilities.

However, this event is not only about listening. It's about co-creating.

I encourage you to actively participate in the discussions, share your ideas, and establish meaningful connections. Together, we can cultivate an arts ecosystem that thrives, not only in Seattle, but across the globe.

Byron Au Yong, Director of Arts Leadership