

Established in 2000, KTA/LLC works with community-based nonprofits in the arts, education and healthcare sectors.



- **Research and evaluation**  
Quantitative and qualitative study design, implementation, and management; data analysis, visualization, and communication (EZAnalyze, Excel, SPSS, MySQL); and reporting and documentation.
- **Training and professional development**  
Workshops in measurement, information analytics, and evaluation for nonprofit leaders, practitioners, and grantmakers.
- **Operations and project management**  
Program and curriculum design, progress monitoring and assessment, and budgeting and financial tracking.
- **Fund development**  
Case research, proposal writing/management, and formative/summative evaluations for project, operating, and capital grants (\$30 million to-date).

Arts & Culture  
Education  
Healthcare

- ◆ Research
- ◆ Evaluation
- ◆ Program Design
- ◆ Advancement

# Recent Projects

## City of Los Angeles Department of Cultural Affairs: Project evaluation



**CURRENT:LA WATER**  
Public Art Biennial 2016

In a coalition with USC/Rossier, design and management of a social impact evaluation of CURRENT:LA, a multi-site public art project funded by Bloomberg Philanthropies.

## Film Independent: Media Makers Studio project evaluation

Design, implementation, and management of a mixed-methods monitoring and evaluation workplan, including instruments, interview protocols, analytics, and reporting to FI and U.S. Department of State.



**Wallis Annenberg**  
Center for the  
Performing Arts

## The Wallis: Program design, evaluation, and training

*GROW . . . At the Wallis*, a program of creative arts learning experiences and activities for children, youth, and families.

## The Music Center: Program evaluation and information analytics

Conceive, implement, and manage evaluation workplans; data management and visualization; develop research protocols; project documentation and report writing; design and maintain R&E webpages



## Los Angeles County Arts Commission: Evaluation capacity building

Design and present technical assistance workshops for Organizational Grant Program grantees. 413 participants, 259 organizations.

## T.H.E. Clinic, Inc.: Advancement and data analytics

Research, planning, and proposal development with a focus on Federal HRSA requests and target population characteristics.



## Eisner Health: Advancement and program evaluation

Proposal planning and writing; data collection and analysis; evaluation; and documentation and reporting. \$4.1m operating; \$1.8m capital.

## Oregon Shakespeare Festival, Ashland: Program evaluation

Primary Investigatory for exploratory and context evaluation of the SVP, a performance-based educational touring program.



## Trobador Theater Company: Youth Arts Development

Conception and design of the Young Artists Project, a program of theatre classes and performance activities for children and youth.

## East L.A. Classic Theatre: Advancement, education, and evaluation

Agency governance, strategic planning and fund development; educational program design and evaluation. \$1.6m operating grants.



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## Current/Recent Clients

- **City of Los Angeles Department of Cultural Affairs**
- **Film Independent**
- **Wallis Annenberg Center for the Performing Arts**
- **Arts For LA**
- **A Noise Within**
- **Southern California Grantmakers**
- **Los Angeles County Arts Commission**
- **Pew Center for Arts and Heritage**
- **The Music Center**
- **Americans for the Arts**
- **National Guild for Community Arts Education**
- **T.H.E. Health & Wellness Centers**
- **Eisner Health**
- **Pablove Foundation**
- **University of Southern California/RSOE**
- **Emerging Arts Leaders**
- **Troubadour Theater Company**
- **East L.A. Classic Theatre**
- **Luckman Fine Arts Complex**
- **Oregon Shakespeare Festival**
- **Montebello Unified School District**
- **Voices in Harmony**

**Arts & Culture  
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Healthcare**

- ◆ **Research**
- ◆ **Evaluation**
- ◆ **Program Design**
- ◆ **Advancement**

# KAMELLA TATE, MFA, EdD

## EDUCATION

EdD, Educational Psychology, University of Southern California  
MFA, Acting, American Conservatory Theatre, San Francisco  
BA, Theatre, summa cum laude, San Francisco State University

## AT A GLANCE

### **Owner, Kamella Tate Associates, LLC, 1999-Present: Arts & Culture, Healthcare, Education**

Film Independent, LA Department of Cultural Affairs, The Music Center, Wallis Annenberg Center for the Performing Arts, LA County Arts Commission, Eisner Pediatric & Family Medical Center, East LA Classic Theatre, Oregon Shakespeare Festival, University of Southern California, among others.

- **Research and evaluation:** Quantitative and qualitative study design, implementation, and management; data analysis, visualization, and communication (EZAnalyze, Excel, SPSS, MySQL); documentation and reporting.
- **Training and professional development:** Workshops in measurement, information analytics, and evaluation for nonprofit leaders, practitioners, policymakers, and grantmakers.
- **Operations and project management:** Program and curriculum design, assessment and evaluation, budgets and financials, advancement and fundraising.
- **Advancement:** Case research, proposal planning and writing, program evaluation and reporting for project, operating, capital, and endowment grants. \$10m awarded to-date.

### **Senior Staff Positions**

- **Director of Research and Evaluation**, The Music Center, Los Angeles, 2011-2015
- **Associate Artistic Director**, Tacoma Actors Guild, Tacoma WA, 1995-1998
- **Producer and Co-Founder**, Shakespeare Orange County, Orange CA, 1992-1995

### **Research and Evaluation (most recent; reports available on request)**

- **PI** – Los Angeles Department of Cultural Affairs, CURRENT:LA WATER public art biennial
- **PI** – Film Independent, GLOBAL MEDIA MAKERS; funded by the U.S. Department of State
- **PI** – The Music Center Education Division: projects funded by the National Endowment for the Arts, California Arts Council, JPMorgan Chase, Los Angeles Fund for Public Education, California Community Foundation, Los Angeles County Arts Commission, and others.
  - Publications: *At the Center of Education*; *2013 Report to Stakeholders*; *Spotlight at 25: 2012 Program Overview and Survey Study Report*; *The Morrison School Project 1999-2009*; *Grand Avenue Project/Pacific Standard Time: Learn, Make, Connect*; *The World Comes to The Music Center*
- **PI** – *Benefits, Barriers, and Challenges: Caring for Women in a Community Clinic Setting*
- **PI** – *Born Healthy: Managing Quality in Perinatal Care Delivery Systems*
- **PI** – *O, This Learning! What A Thing It Is!: OSF School Visit Program*

### **Teaching (selected; syllabi and sample course materials available on request)**

- **Adjunct Professor**, Arts Management Program, Claremont Graduate University, 2012, 2013
- **Adjunct Associate Professor**, Rossier School of Education, USC, 2007, 2008
- **Director, Guild Conservatory**, Tacoma Actors Guild, Tacoma, WA 1995-1998
- **Adjunct Professor and Guest Director**, Chapman University, Orange, CA, 1993-1995

### **Professional and University Theatre**

- Oregon Shakespeare Festival, Denver Center Theatre Company, South Coast Repertory, Grove, Utah, and Berkeley Shakespeare Festivals, Tacoma Actors Guild, Alaska Repertory Theatre, Whitman College, Pacific Conservatory for the Performing Arts, Whitman College, Chapman University, and others.

## PROFESSIONAL EXPERIENCE

### **Kamella Tate Associates LLC, Owner/Manager, 1999-Present**

Short and long-term consultancies focused on program design, management, and evaluation; institutional growth and strategic planning; and advancement and fund development. Areas of expertise in the nonprofit sector include arts learning/teaching and cultural policy, healthcare, and K-12 education. **Complete portfolio and sample materials available on request.**

#### **Representative projects/clients**

- **City of Los Angeles Department of Cultural Affairs, Present**  
In a coalition with USC/Rossier, design and management of a social impact evaluation of **CURRENT:LA**, a multi-site public art project funded by Bloomberg Philanthropies.
- **Film Independent, Los Angeles, 2015-Present**  
**Global Media Makers**, an international training/mentoring program for young filmmakers funded by the U.S. Department of State. Design and management of a mixed-methods monitoring and evaluation workplan (instruments, interview protocols, analytics, reporting).
- **Los Angeles County Arts Commission, 2011-2016**  
**Evaluation capacity building** Conceive, design, and present technical assistance workshops for grantees, including *Reporting 101*; *Evaluation Made Easy*; *Asked and Answered: Tools, Tips, and Resources for Using Surveys*; *Eval SpeedZone: Questionnaires and Surveys*; *Assessing, Reflecting, & Learning*.
- **The Music Center, 2011-2015**  
**K-12 Education Programs – Program evaluation and information analytics** Projects have encompassed conception, design, and implementation of evaluation workplans; data draws, management, and representations; developing and administering survey protocols; program documentation and report writing; R&E webpage development; and other A&E activities.
- **Wallis Annenberg Center for the Performing Arts, Beverly Hills, 2015-Present**  
Research, planning, and evaluation services for *GRoW . . . at the Wallis*, a program of arts learning experiences for children, youth, and families; includes PD and training for education staff.
- **Eisner Pediatric & Family Medical Center, Los Angeles, 2004-2015**  
**Program and agency support** Research, planning, and proposal development; data collection and analysis; and documentation and reporting. \$4.1m in operating and capital grants awarded.
  - Scholarly and practice-based research on issues of concern and demonstrated local needs in primary care, women's health, pediatric dental care, healthcare policy, and others.
  - Principal Investigator/project manager – *Born Healthy: Managing Quality in Perinatal Care Delivery Systems, 2010-2012* (funded by First 5 LA)
  - Principal Investigator – *Benefits, Barriers, and Challenges: Caring for Women in a Community Clinic Setting* (funded by The California Endowment)
- **Oregon Shakespeare Festival, Ashland, OR, 2008-2010**  
**Principal Investigator, School Visit Program** Developmental and context evaluation of the SVP, a touring performance-based educational program (ELA and Theatre standards).
- **Ford Theatre Foundation, Los Angeles 2005, 2006**  
**Program design and management** BIG!WORLD!FUN! Student Audience Initiative (a program service of the L.A. County Arts Commission).
- **East L.A. Classic Theatre, Los Angeles 1999-2005**  
School-based theatre tours and arts-based literacy programs. Executive counsel to AD on strategic planning, advancement, educational program design and assessment, and agency governance. Comprehensive evaluation of programs and operations. \$1.6m in grants awarded.

## Senior Staff Positions

- **Director of Research and Evaluation**, The Music Center, Los Angeles 2011-2015
  - Responsible for in-house services and expertise in program design, monitoring, assessment, and evaluation; supporting and advising staff in areas such as academic motivation, professional development for educators, and cultural policy; and managing small-to-large-scale research projects targeting key issues in education and the arts.
    - Data collection and management, information analytics, and multi-platform reporting for programs that included school partnerships, youth development initiatives, professional development for educators, parent/family and festival events, and others.
- **Associate Artistic Director**, Tacoma Actors Guild, Tacoma, WA 1995-1998
  - Managed and/or directed operations required to mount a season of six plays and educational programs: Budgeting and scheduling; casting; outreach and fund development; management of interns and secondary staff; dramaturgy and playbills; media engagements.
  - Design and direction of the Theatre Discovery Program, a creative learning initiative for students, teachers, and the public.
  - Design and direction of the Guild Conservatory (Youth Conservatory, Teachers Teaching Theatre, and Resident Theatre Intern Program).
  - Formative and summative evaluations of creative learning and teacher education programs.
- **Producer**, Shakespeare Orange County, Orange, CA 1992-1995
  - Management of day-to-day operations, including planning and oversight of casting and staff recruitment, creation of show budgets and rehearsal schedules, supervision of production and stage management staff, and union relations and negotiations.
  - Developed and directed programs for students, teachers, and the public, including School Tour, SOC Apprentice Program, Shakespeare in the ELA Classroom, and TalkBacks.

## TEACHING

**Artist-Scholar Residency**, University of Utah, 2016-2017

**Adjunct Professor**, Claremont Graduate University, Arts Management Program, 2012, 2013

- **Practice-Based Research for Arts Leaders** An introduction to the scientific concepts, principles, and tools of problem-solving research done in the professional context.

**Visiting Artist-Scholar**, Lewis-Clark State College, 2011

**Adjunct Associate Professor**, University of Southern California, 2007, 2008

- **Inquiry Methods I** Scientific research methods for the practitioner. Quantitative and qualitative approaches to measuring and evaluating learning and performance in diverse educational settings.

**Guest Director**, Whitman College, Walla Walla, WA 2004

- **Adaptor-Director**, *Pride and Prejudice*; voice, text analysis, and period movement coach.

**Co-Director, Dramaturgy Workshop**, University of Puget Sound, Tacoma, WA 1996-1998

**Director, Guild Conservatory**, Tacoma Actors Guild, Tacoma, WA 1995-1998

- Free and tuition-based programs for K-12 students and classroom teachers.

**Adjunct Professor**, Chapman University, Orange, CA, 1993-1995

- Beginning/Advanced Voice, Movement for the Actor, Speech and Text Analysis, Acting Shakespeare, Theatre Production Comprehensive, Introduction to Theatre

**Voice, Speech, and Text Coach**

- University of Puget Sound, Shakespeare Orange County, El Camino College, Alaska Repertory Theatre, Oregon Shakespeare Festival, and others

## SELECTED PRESENTATIONS, TRAININGS, & WEBINARS

- 2017, Americans for the Arts National Conference
- *Evolu / aluation: We Will Contain Multitudes*
- 2015, National Guild for Community Arts Education Conference
- *How We Know: Evaluation for Learning, Improving, and Managing*
- 2015, Pew Center for Arts and Heritage
- *What's at Stake Here? Evaluating the Impact of Your Programs*
- 2014, National Guild for Community Arts Education Conference
- *Do, Assess, Improve: Using Evaluation to Measure, Monitor, and Manage Your Programs*
- 2014, Americans for the Arts Animating Democracy Evaluation Circle
- *Free and Low-Cost Resources for Data Management and Analysis*
  - *Building Capacity in Small and Start-Up Organizations*
- 2012, 2013, 2014, 2015, 2016, 2017 Southern California Grantmakers
- *Evaluation for Learning: How We Know*
- 2012, Grantmakers in the Arts National Conference
- *Improved Final Reports: Collecting Grantee Stories While Developing Evaluation Capacity*

## PUBLICATIONS & DRAMATURGY

### Blog posts and web pages

- *A Culture of Evidence*
- *Do, Measure, Improve*
- *Building the Future of Arts Education*
- *What's an Anchor Work, You Ask?*
- *The LA Fund Project: What, Why, and How*
- *Lift Off! The Music Center Launches the LA Fund Project*
- *Basically Speaking: Words, Words, Words Part 1 and Part 2*
- *The Mime of Joy at El Rincon*
- *Everybody's Jammin' at El Rincon Elementary!*

### Playbills and Educator Resources

- Over 50 *Encore* and *Performing Arts Magazine* articles and study guides for productions such as *A Doll's House*, *Other People's Money*, *Twelfth Night*, *To Kill a Mockingbird*, *Miss Julie*, *The Glass Menagerie*, *Quilters*, and others.

## PROFESSIONAL AFFILIATIONS & SERVICE

- 2014-Present, Americans for the Arts: Animating Democracy Evaluators Circle
- 2009 Music Education Grants Panelist and Presenter, Los Angeles County Arts Commission
- 2008 Arts Education I Grants Panelist and Presenter, Los Angeles County Arts Commission
- 2007-Present, Member, Phi Kappa Phi
- 1999-2002, Literary Managers and Dramaturgs of the Americas; Arts Education Panelist, 2001
- 1994 Orange County Arts Council Organizing Board; Arts Education, Small Theatres Committees
- 1992-1996, Shakespeare Theatre Association of America; Arts Education Panelist, 1993
- 1989-Present, Member, Screen Actors Guild
- 1986-Present, Member, Actors' Equity Association