

Employee Engagement Workbook Series

Arts Incubators

This series of workbooks centers on employee engagement, or using the arts to foster and improve the work environment in businesses. Written by practitioners in the field, this series will help arts groups gain inspiration and practical tips to guide the creation and growth of employee engagement in local communities.



About Americans for the Arts Business Volunteers for the Arts®: Employee Engagement

Business Volunteers for the Arts®, a national skills-based management consulting program created in 1975, has been overseen by Americans for the Arts since 2005. In recent years, we have seen a multitude of changes in the corporate volunteer environment, with shifting interests from both the employees who volunteer and the businesses in which they work. As a response to this shift, Americans for the Arts Business Volunteers for the Arts® Network now includes employee engagement resources on programs such as virtual volunteering, corporate arts challenges, skills-based volunteering, arts-based training, consultant events, mentoring, hack-athon events, team-based volunteering, and more. This workbook on arts incubators is one in a series written by practitioners in the field who have successfully designed and implemented such programs. Find out more at www.AmericansForTheArts.org/BVA.

Americans for the Arts recognizes that engaging business professionals and employees through the arts is key to fostering a desirable work environment, increasing efficiency and morale, and building the competitive advantage of a business. Employees can be engaged through the arts in a number of ways, and Americans for the Arts serves as a resource, guide, and hub for all the information needed to start, sustain, or transform a successful employee engagement program.

About Arts Incubator Programs

To address the changing economy of both our nation and world, lots of private companies, colleges and universities, and municipalities across America are offering business incubation programs, designed to give young businesses the tools they need to survive and thrive. The programs often don't successfully map to the creative industries. Since the arts and culture of a community enrich it just as much as economic growth, several organizations and local arts agencies have developed arts-specific incubator programs to help individual artists

thrive and allow local businesses tap into creative work-training programs. These arts incubator programs are generally found in major metropolitan areas where there is a high concentration of individual artists, however, some of the most popular and successful incubator programs can be found in unexpected places.

In large metropolitan areas, arts incubators often mimic the business incubator model—a physical space that includes rentable studio space, gallery and/or performance spaces, administrative space, shared administrative services, professional development workshops, mentoring, and other programs. Smaller communities or medium-sized, service-specific groups focus their incubation efforts on the programmatic side of traditional incubation, which often includes stand-alone workshops about specific business topics like marketing, social media, legal issues, accounting practices, or about industry specific topics like audience development, licensing, selling online, gallery representation, working with agents, labels, and industry trends.

About This Workbook

This workbook focuses on the AIR Institute of Berea College, formerly known as Arts Incubator of the Rockies. This workbook chronicles the path to this organization's existence and its essential work being done today. You will also read about ways in which you can partner with AIR as a local affiliate or strike out on your own to create an arts incubator program in your own community. This workbook will highlight the benefits of joining AIR as a local affiliate, but this is only one of many paths toward helping individual artists and businesses in your community thrive.

The AIR programs are designed to engage artists with local businesses, and provide a bounty of opportunities for employee engagement through the arts. AIR programs offer creativity and professional development training, as well as skills-specific volunteer and team volunteer opportunities for artists and business employees.

TABLE OF CONTENTS

- Program Basics**..... 2
- Origin Story**..... 6
- Research & Planning**..... 8
 - Assess Your Capacity..... 9
 - Build Initial Partnerships 9
 - Host an Arts Builds Business Builds Art Mini-Workshop..... 10
 - Analyze Your Mini-Workshop & Survey Data..... 10
- Implementing the Program**..... 12
 - After the Your Initial Meeting / Workshop / Training..... 12
 - Define Your Budget..... 13
 - Determine Your Curriculum 14
 - Logistics..... 16
 - Marketing..... 17
 - Facilitators..... 18
- Challenges & Advice**..... 19
- Evaluation & Moving Forward**..... 20
- Supplemental Materials** 21

PROGRAM BASICS



The AIR Institute of Berea College in Berea, KY oversees a series of professional development programs that serve arts incubators and other organizations that want to foster artists, creative professionals, arts nonprofits, and small businesses. The AIR programs are different from other arts incubator programs because they are specifically designed to serve artists *and* small business professionals, as well as others who are not creatively focused.

AIR understands that communities and business people struggle with many of the same challenges that artists face, so its programs were designed to help create bridges between artists, creatives, and their local businesses and communities. Rather than train artists in isolation, AIR programs give artists, businesses, and communities training programs that enhance their collaboration, planning, and creative skills using highly interactive, universal design teaching methodology that gives participants hands-on experiences that help them shift their values about art, creativity, business, money, and community.

AIR is designed to create systemic change—the emergence of vibrant and enterprising communities through the generation of greater value for arts and creativity. The mission is to create a culture and sense of place that values creativity of all expressions, and sustains artists and communities.



CASE STUDY

Berea, Kentucky

Population: 15,000

In 2014, the Tourism Director of the City of Berea, KY, Belle Jackson, reached out to Berea College and The Mountain Association for Community Economic Development (MACED) to create an emerging artist accelerator. The goals were to grow Berea's mature artist community by providing start-up services and business development opportunities for a cohort of recent college graduates. The City of Berea believed if they invested in studio and gallery space for emerging artists, tourism would increase, and new, creative businesses would start and stay in Berea.

Once the plan was hatched, the partners realized that in addition to space and services, the artists still needed basic business training—like how to do taxes and how to price their art—to become successful entrepreneurs outside of being talented artists. MACED initially provided Kauffman Foundation FasTrac New Venture entrepreneurial training to the Artist Accelerator participants to help with these necessities. Now the City of Berea and MACED are partners as a Local AIR Affiliate and they teach Shift Workshops and the Evolve program for Accelerator fellows and more traditional business owners in Madison County.

The original goal of the Artist Accelerator was to create a pipeline of locally grown artists that would help grow Berea tourism. With the addition of AIR programs, the city can do that *and* grow Berea's economic base because artists and businesses learn from and support each other together.



Lynne Hull, an environmental artist, shares a draft of her AIR Evolve business plan presentation materials.

Photo by AIR Institute of Berea College.

Programs

AIR programs purposefully serve both individuals and the community by creating a programmatic connection between creative professionals, underserved small businesses, independent contractors, and existing community business support services and systems. They are perfectly designed for employee engagement: there are numerous opportunities for business employees to engage with artists in collaborative training that can supplement traditional human resource training offerings for local companies.

There are several AIR programs, each with differing levels of commitment from participants. Local arts agencies or community organizations can either bring these individual workshops and trainings into their community for a fee, or they can choose to become an AIR Local Affiliate to host multiple workshops and programs annually.

Art Builds Business Builds Art Mini-Workshop

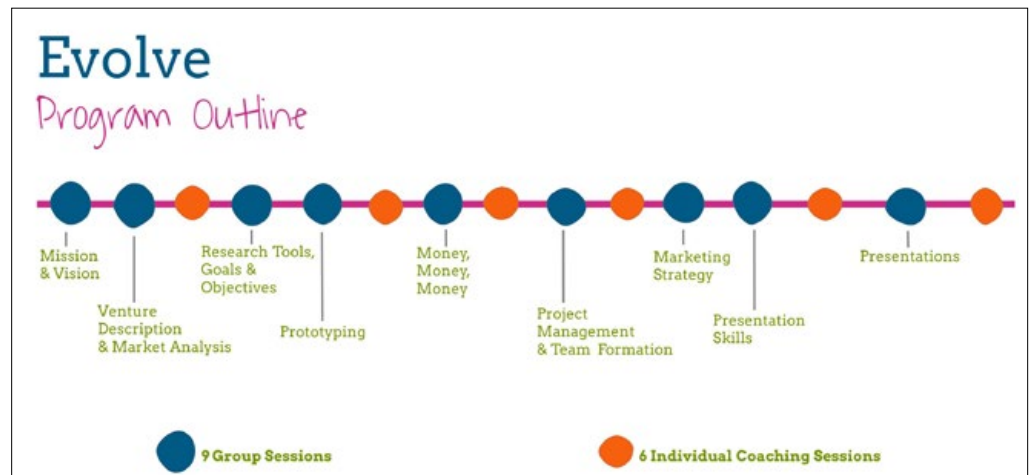
This two-hour workshop is a way to educate your community and test the depth of interest in the intersection of art and business for your local economy. Generally considered a free first step to creating an arts incubator program, this workshop explores social entrepreneurship and mental models about art, business, value, and money. Free materials include everything you need to run the workshop: a leader guide with event plan logistics, marketing timelines, and best practices; presentation slides and video; exercise materials; customizable marketing and public relations materials; a survey; community readiness analysis tools; and a next steps plan. You can find the Art Builds Business Build Art Mini-Workshop Leader Guide in the supplemental materials portion of this workbook, along with materials and instructions for exercises throughout the workshop. You may also choose to watch a 15-minute [Art Builds Business Builds Art video](#) that can be used during the workshop, included in the supplemental materials.

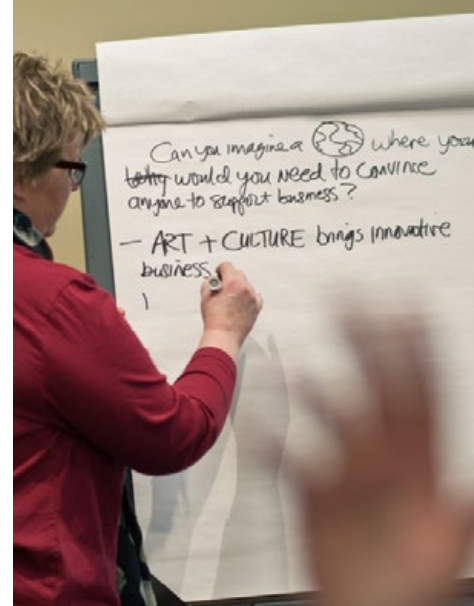
Shift Workshop

The Shift Workshop is a three-day, hands-on experience that helps artists, creatives, business people, educators, and community leaders find common ground and shift their perspectives about art, business, money, and community. Participants learn to collaborate across sectors by designing and planning a locally implementable project that connects art and creativity to business and community. This workshop serves up to 36 participants with 4 trained facilitators. Learn more about the Shift Workshop in the brochure included in the supplemental materials.

Evolve Program

The Evolve Program is a nine-class series to help participants develop a creative venture—a new business, product line, or program for a nonprofit or growing social enterprise. Participants use design thinking, the AIR creative venture canvas, and Lean Startup principles like fast prototyping and conducting real-time market research and feedback loops. This workshop serves up to 15 participants with 1-2 trained facilitators and coaches. In the supplemental materials, you can explore a series of interactive exercise guides for the Evolve Program, including the Evolve Creative Venture Canvas.





AIR Local Affiliate Program

AIR has developed this most in-depth program to replicate and scale the entire AIR infrastructure to operate in other communities. For an annual fee, local affiliates receive facilitator and workshop management training, license to use workshop materials, access to support and tools customized for them, along with marketing, communications, and sponsorship support. In just three years, a community can raise income levels for artists; create new businesses; and create relevant, implementable, and local projects that connect creativity with community in new collaborative ways. AIR Local Affiliates then host and present programming for their communities and maintain revenue from those licensed workshops and trainings.

Other Arts Incubator Programs

There are many examples of other arts incubator programs that can be brought to your community. Some other nationally known comprehensive business planning models include [Creative Capital's Professional Development program](#), [Springboard for the Arts Work of Art program](#), and [C4Atlanta Ignite Training](#). The [Emily Hall Tremain Foundation](#) has been funding the development and implementation of artist professional development programs since the mid-1990s. In 2014 the foundation commissioned a report: "How It's Being Done: Arts Business Training Across the US." The report identified 162 programs or services offered by 78 distinct organizations. These organizations serve a wide variety of constituencies and are providing this training in formats ranging from blog series to weekend intensives, as well as year-long programs delivered in-person and online. The full report and national resource list that includes links to all organizations that oversee arts incubator-style programs is included in the supplemental materials of this workbook.

Left: Art Builds Business Builds
Art small groups meet each other and begin to shift their mental models.

Right: AIR facilitator, Ayn Hanna,
helps her team brainstorm a community collaboration project.

Photos by AIR Institute of
Berea College.

ORIGIN STORY

Several years ago, the AIR Institute of Berea College (formerly the Arts Incubator of the Rockies) set out to tackle a universal problem—to help artists make more money and help arts organizations stabilize their finances.

The AIR story starts in 2010, when a local arts agency serving Fort Collins, CO was tasked by the City Manager and local business leaders to explore how to help arts organizations and artists survive the recession and develop more sustainable business practices. Artists need money, a sense of belonging, and the ability to thrive. They want to figure out how to access new technologies and communication lines that might open new markets for them. And business incubator programs weren't helping them successfully.

With the help of the Western State Arts Federation (WESTAF), we identified 280,000 creative professionals in 10 states in the Intermountain West that were hungry for the same programs we imagined creating. We realized that using distance learning and new networking technologies, we could harness the economy of scale to find a price point for curriculum that could be affordable for artists and small, rural communities. A regional arts incubation model was born.

But we still weren't sure what we needed to teach or offer. After reviewing national options, two programs were chosen to test with the Fort Collins/Colorado arts non-profit and artist community: the Kauffman FastTrac Program and the Creative Capital Strategic Planning Workshop. These programs were piloted with 12 arts nonprofits and 24 individual artists from Colorado. We learned that both of the programs had great merit, but neither seemed to be replicable without significant modification to either the curriculum or the associated costs to make them feasible for our long-term purposes. After receiving an NEA Our Town Grant in 2012, we launched into curriculum design using grassroots methods, surveys, web-streamed meetings, and lots of hours of hard work. Small business people, lawyers, accountants, teachers, economists, and community leaders got involved, too. Many business people were also struggling with our new economy. They knew they needed to be more creative to succeed in this new world, but they didn't know how. They wanted their businesses to matter and to help their communities.

We changed our vision and mission to embrace this opportunity to create systemic change that truly raised the value of art and creativity in all communities. We had to accept that if we were going to succeed, our programs had to include everyone in the community—not just artists.

We spent a year designing and piloting and failing and refining until we landed on a process that worked, that helps connect artists to actual people in business; teaches basic business planning, design thinking; and most importantly, encourages shifting

mental models about art, creativity, money, business, community, and value. We used adult learning principles, accountability tools, and coaching to help shift how people think and behave so that they can be creative, valued, connected to their communities, and financially secure. Now hundreds of participants have benefitted from the programs.

In July 2016, Berea College acquired the intellectual property of the Arts Incubator of the Rockies (AIR). The program, now known as the AIR Institute of Berea College, has relocated from Colorado and become part of the Berea College Crafts Program.

AIR is not necessarily appropriate for every community. There are some places that are more likely to find these programs easily implementable. Communities that already have an organized artist community and forward-thinking community leaders who want to promote creativity and innovation are good candidates. If your community has a thriving artist community, but local leadership isn't focused on entrepreneurship or innovation, you may need to find allies and begin an education process before you have the depth of interest in the kinds of programs AIR offers. You could use the Art Builds Business Builds Art Mini Workshop as a way to begin that education process and build new relationships at the same time.

Questions to Consider

- ▶ Is your community creative? Are you known for having artists? Is there an authentic, cultural history of making? Do other communities think your community is creative?
- ▶ Do you, your local arts organizations, or local artists complain about not being valued, not making enough money, not having strong audiences, or request training and resources that you don't currently provide?
- ▶ Does your local government or business community talk about wanting to encourage entrepreneurship, creativity, or innovation? Do they talk about creative placemaking or social entrepreneurship?
- ▶ Do you have some relationships with your local businesses; chamber of commerce; or your local economic development, small business development, or workforce development agencies? Have you worked with them to produce any professional development programs already?
- ▶ Do local small business owners complain about not being able to figure out the "New Economy," internet sales, changes in how people use or buy their products or services? Do employees complain about being nervous about factories closing, Walmart, low wages, global trends, or outsourcing labor?
- ▶ Are local leaders interested in having artists work with the community to address local issues like transportation, crime, or general community development?
- ▶ Is your artist community active with itself and/or with the general community? Do artists or arts leaders meet formally or informally regularly? Are there any public networking events for your artist community?



Left: Shift Workshop participants describe how they feel and what they experienced in the final exercise.

Right: AIR facilitators are connectors who know how to engage with artists and business people.

Photos by AIR Institute of Berea College



RESEARCH & PLANNING

Your first step in creating an arts incubator program is to research what is currently available—and whether it is financially feasible to bring into your community and if it would be relevant to addressing the goals you’re trying to accomplish. We recommend you start your research with AIR, but besides the organizations listed earlier, you may also choose to explore [Artists U](#) and [Artist INC](#). Both of these artist-focused programs have been scaled to serve multiple states and could be another good starting place for thinking about what is possible for you. We also highly encourage you to learn about how higher education is approaching artist business training. Linda Essig, the director of the [PAVE Program in Arts Entrepreneurship at Arizona State University](#), does extensive research about the field and also publishes [Artivate](#), the only research journal serving the field of entrepreneurship in the arts.

If you want to develop your own curriculum or program for your incubator, you will require significant financial resources, market depth, and demand that makes the programs financially sustainable for the long term; curriculum design capacity within your staff; and at least 18 months for research and development, piloting, refinement, and implementation. It may be much easier and more financially responsible to use existing programs that have been designed for replication.

Whatever you decide is right for your community, you should prepare to offer incubator programs for at least three years in order to have a measurable impact. That means you should be thinking about funding sources and earned revenue strategies as part of your research.

Assess Your Capacity

Each existing arts incubator program offers some guidelines to explore to help you assess your capacity. With the AIR Institute, we encourage you to go through the Art Builds Business Builds Art sample online course, look at the resources in the Knowledge Center, and make sure that the AIR goals are appropriate for your community.

Download the Art Building Business Builds Art Mini-Workshop package and Local Affiliate brochures and send to your staff, key volunteers, and board. Order the Shift Workshop Participant Guide so that you can really dig into what the program is and try out the tools.

Call a meeting. Talk with your organizational team to gauge internal support and capacity for doing an Art Builds Business Builds Art Mini-Workshop and possibly becoming a Local Affiliate of AIR. Brainstorm local partners that you want to work with, and look at your budget and work plan to make sure you have resources that can be tapped internally. Determine if you can—and want to be—the lead organization in your community or if you need to convince another agency to manage hosting workshops and marketing the program.

If AIR programming does not seem to fit your community's needs, you might want to look at some of the organizations that have been addressing artist business training needs for decades. The Arts & Business Council of Greater Boston runs the [Creative Entrepreneur Fellowship](#) program that includes business training, mentoring, and a stipend that can be used to build a creative business. The New York Foundation for the Arts' [Arts Business Incubator](#) is a comprehensive 18-month program that includes \$15,000 of individualized consulting to help grow a creative venture. This program prefers teams of creatives, rather than solo artists.

Build Initial Partnerships

Identify and secure partners that you think will be interested in working with you at all levels of the project. This could include physical spaces, funding partners, and other arts organizations and business partners. A smaller team will be easier to manage, so please do not invite every organization that loves the idea! For example, we recommend including no more than five partner organizations for a successful Mini-Workshop or Local Affiliate.

Call some of the organizations that you think are likely partners. Share your goals, vision, and research with them. Someone will be excited! For example, Mini-Workshop and Local Affiliate partners often include arts councils or local arts agencies; chambers of commerce; local government planning, community, and economic development departments; community foundations; higher education; social service organizations; small business lenders; and local business incubator and entrepreneurial development service organizations.

The key to building your coalition is to think about adding any organizations or agencies that you think might benefit from being more creative and collaborative.



Shift Workshop participants work on their community collaboration project plan for Colorado Springs.

Photo by AIR Institute of Berea College.

CASE STUDY

Colorado Springs, CO

Population: 700,000 (22% growth in 2000–2012)

In 2014, the Cultural Office of the Pikes Peak Region (COPPeR) wanted to build new relationships with the business community and add professional development programming to its offerings for artists, so they worked with AIR Institute to bring a Shift Workshop to Colorado Springs. Three COPPeR allies were trained as AIR facilitators and, for the first time, AIR programs were delivered using local members of the community and AIR staff.

The workshop gave COPPeR a reason to partner with regional organizations, including chambers of commerce, arts councils, governmental departments, and educational institutions. Over three days, four teams of workshop participants worked to create new, locally relevant, implementable projects that connected art and business. One of the projects, Innovation Acceleration, was funded and is now a revenue generating program that directly connects Pikes Peak regional artists to businesses.

Using AIR programs helped deepen the relationships between COPPeR and the regional business community and provided direct, hands-on business training for artists, creatives, business people, and community leaders. COPPeR continues to be an AIR Local Affiliate, offering Shift Workshops locally, and is expanding connections between artists and the business community.

Host an Arts Builds Business Builds Art Mini-Workshop

If you are interested in using AIR as your arts incubator curriculum and training partner, we require you lead our free Arts Build Business Builds Art Mini-Workshop. After downloading the leader guide, work with your new partners to meld your constituencies and see if your community wants this programming. The leader guide includes a planning and marketing timeline, logistics checklists, meeting materials, exercise directions, a printable participant survey, and customizable marketing materials. You will divide up the work, set goals, and share marketing materials and contact lists. Start working eight weeks before you expect to host the workshop.

This workshop should be both an educational meeting and a data collection opportunity. Pre- and post-workshop self-rating surveys, included in the supplemental materials, will help you know more about how your participants value creativity, business, social-enterprise, and training.

Analyze Your Mini-Workshop & Survey Data

Reconvene your workshop partners to review the experience and analyze the participant surveys. The Workshop Leader Guide includes self-reflection prompts and a

meeting agenda so that you can discuss whether you and your partners are ready to apply to become a Local Affiliate of AIR, plan to host regular networking events that connect artists and business people, or plan other arts incubator type programs for your community.

You can see that this program is ripe for employee engagement opportunities for local businesses in your community that wish to engage their employees in community development and building practices. Employees can volunteer to help organize the event, be seen as leaders in building your local creative economy, and also build new relationships with local artists and arts organizations.

Post your program stories and questions in the public AIRShare groups. Contact Springboard for the Arts and get your success posted on their Creative Exchange platform. Write a blog for Americans for the Arts. Speak at conferences! Shout from the rooftops about how you are raising the value of art and creativity so that others can be inspired by you—your successes and failures are invaluable to building bridges and helping change how people think about art.

Arts Builds Business Builds Art Mini-Workshop Agenda

1. Welcome & Introductions
2. Community Overview & Desired Local Outcome
3. Paradigm Shift & Social Enterprise Video
4. Who Are We Exercise
Art Builds Business Builds Art Exercise
5. Self Reflection & Survey
6. Conclusion & Next Steps
7. Art Builds Business Builds Art Exercise

Part One – The Creative Group has 10 minutes to discuss and prepare a 2-minute presentation about the best reasons that City Council should fund business and economic development. The Business Group has 10 minutes to discuss and prepare a 2-minute presentation about the best reasons that City Council should fund the arts. Then each group presents to each other.

Part Two – The Creative Group has 10 minutes to discuss and prepare a 2-minute presentation about the hard realities of what it's like to work with a creative. The Business Group has 10 minutes to discuss and prepare a 2-minute presentation about the hard realities of what it's like to work with a business person. Then each group presents to each other.

Part Three – The small groups come together (creative and business combined) for 10 minutes to discuss and prepare a 2-minute presentation about why City Council should invest in both art and business. Then the groups present to the whole workshop audience.



Left: AIR Shift participants learn about each other in the *Who Are We* exercise.

Right: Members of the AIR program development team celebrate a successful pilot program.

Photos by AIR Institute of Berea College.



IMPLEMENTING THE PROGRAM

Now that you have tried at least one program, worked with partners, and understand the needs of your community better, you can move into implementation. You need to decide exactly what programs you will offer, determine a budget, itemize a work plan for your staff, establish clear roles and responsibilities with your partners, and finalize a calendar for your events.

If you do decide to continue to use AIR programs or become a Local Affiliate, we've called out some of the benefits you'll receive in implementing your program locally.

After the Your Initial Meeting / Workshop / Training

1. Regardless of what your first activity was, now you should host monthly or quarterly creativity-focused networking events with your partners that include the constituencies of your partners. You do not have to create a new event if it is easier to transform an existing monthly networking event to include the intersection of creativity, commerce, and community.
2. Use the AIR Knowledge Center to get ideas for videos to show to spark discussion. As time passes, you can have your facilitators and participants present and share as programming. Even if you decide not to become a Local Affiliate, keep up the momentum for your local creative economy by doing these easy events that will help encourage cross-sector networking and possible collaborations.
3. Find and compile a list of local resources—existing business incubators, workshops, programs, grants, loans programs, local economy groups, chambers of commerce, and other organizations that serve business but don't focus on the arts. Check the events calendars of your hospitals, social service agencies, and other community

focused groups, too—you never know what you may uncover. Make sure all of your partners have obvious links to this resource list or portal so that everyone can find what they need and want. This virtual incubator can be a great resource for artists and business people in your community.

Define Your Budget

Building incubator style programs into your organization's work plan and budget needs to include any training and licensing fees plus all the event costs associated with running workshops. Some organizations include staff time in their budgets as well. If you are designing your own programs, you will need to think about the financial sustainability of what you offer. If you get a grant to design and pilot a program, make sure that you have a plan for the long-term sustainability of that program. The costs associated with your programs need to line up with the amount you can charge or raise to support the programs. If your workshops cost \$1,000 per person to produce and you can only charge \$375 per person in your community, you will have a sustainability challenge.

The sample budget on the following page is for a community that wants to become a Local Affiliate of AIR and provide annual AIR programs and additional networking events to keep their arts and business community connected regularly. The five affiliate partners have decided that they want to provide food for their Shift Workshop participants. Providing food for workshops is a suggestion, not a requirement. Some communities may find that keeping costs as low as possible is best for them.

Become an AIR Local Affiliate

With your Mini-Workshop partners, review and edit a sample Local Affiliate three-year program plan and budget. Think about what you want your organizational role to be with your partners. Do you want to be the lead? Can you cover the Affiliate fees with your existing budget? Can local businesses benefit from positive publicity for financially sponsoring or underwriting Affiliate fees?

Local Affiliates get a license to serve a specific geographic location. Every community is different. There are Local Affiliates that serve a city, a small town, an entire county, or even a region. It really depends on the population size and the demand for the programs. To make a measurable impact, you will want to host at least one Shift Workshop (36 people) and one Evolve Program (15 people) every year. You want to build the pool of people who are actively working to raise the value of arts and creativity in every aspect of your community. If your town is too small, join up with a neighboring town or entire county to make sure that you are working together to make this systemic change unfold in your region.

Affiliate fees are \$10,000 for two years to cover training and licensing for both Shift and Evolve. In year three and all subsequent years, only a licensing fee (\$3,500) is required. You can divide up the licensing and training fees as you please: jointly apply for a grant to cover all the fees; request the funds from a governmental agency; find a corporate sponsor; or use existing organizational funds from all partners.

THREE YEAR LOCAL AFFILIATE BUDGET

REVENUES	YEAR 1	YEAR 2	YEAR 3	Notes
Partner contributions	\$10,000	\$10,000	\$3,500	Year 1-2: Lead partner pays \$4,000 for license/1 facilitator training; other partners pay \$1,500 for facilitator training
In-Kind Food Sponsors	\$1,175	\$1,175	\$1,175	\$500 Shift Workshop; \$600 monthly networking \$75 ABBBA workshop
In-Kind Print Sponsors	\$250	\$250	\$250	Local printer discount
In-Kind Media Sponsors	\$300	\$300	\$300	Advertising match
In-Kind Time	\$2,000	\$2,000	\$2,000	Partner staff facilitators
In-Kind Space Rental	\$1,000	\$1,900	\$1,900	Shift & Evolve venue donation
Shift Tuition	\$4,725	\$6,300	\$9,450	\$175/participant
Evolve Tuition	\$0	\$5,000	\$7,500	\$500/participant
Corporate Sponsors	\$500	\$750	\$750	\$250 cash sponsors
TOTAL REVENUES	\$19,950	\$27,675	\$26,825	
EXPENSES				
Local Affiliate Fee	\$10,000	\$10,000	\$3,500	
Venue Rental	\$1,000	\$1,900	\$1,900	Shift \$1,000, Evolve \$100/class
Workshop Food	\$1,500	\$1,500	\$2,250	\$5/breakfast X 50 X 2 days \$10/lunch X 50 X 2 days
Shift Facilitators	\$4,000	\$4,000	\$6,000	\$1,000/facilitator
Evolve Facilitators		\$3,000	\$3,000	
Workshop Materials	\$850	\$1,850	\$2,675	\$25/Shift plus \$100 shipping \$75/Evolve plus \$100 shipping
Workshop Marketing	\$850	\$850	\$850	Fliers, social media, advertising
ABBBA Mini-Workshop	\$250	\$250	\$250	Snacks, libations, marketing
Monthly Networking Event	\$1,100	\$1,100	\$1,100	\$100 X 11; snacks & marketing
TOTAL EXPENSES	\$19,950	\$24,450	\$21,525	
Net	\$0	\$3,225	\$5,300	

Determine Your Curriculum

After you've decided what your budget allows, it's time to dig deep into curriculum planning. Whether or not you're using pre-existing curriculum from another organization or creating your own, the budget and size of workshops and trainings will affect marketing, logistics, and all other aspects of event planning.

AIR programs may not be right for your community, but that doesn't mean you can't design your own or find another program that fits your needs. A cohort of arts organizations (including AIR) and artists across the country have been working together,

with the support of the Emily Hall Tremain Foundation, to create Artists Thrive, the first national assessment tool to establish common standards, language, and goals for supporting artists. This is a resource that staff, board members, partners, community groups, elected officials, funders, and artists can use to work together towards improving opportunities, connections, and engagement with and for artists. Artists Thrive has the potential to shift the narrative around the value and roles of artists. Other field-wide assessment tools like this have successfully shifted national conversations and policies in the land use and agriculture sectors, but this has yet to be replicated in the arts community. In late 2016, the Emily Hall Tremain Foundation released a draft of this rubric and began planning its [first national conference](#) focused on arts professional development in Berea, KY. More than 100 national arts leaders, funders, artists, and local arts agencies convened in 2017 to learn from each other and build a national movement to help artists thrive and raise the value of arts and creativity in our communities.

Also, for reference, here are some more details about the AIR programs and workshops that you might find inspiring or helpful.

Shift Workshop

The Shift Workshop is part community development, part skill development, and part collaboration extravaganza. Writers, musicians, lawyers, accountants, small business owners, educators, visual artists, filmmakers, and more have participated. The Shift Workshop can serve up to 36 people with four skilled facilitators leading small groups.

Day One: Discover new ways to think about the power of creativity and challenge your mental models about art, business, community, and money. Explore design thinking, social entrepreneurship, and get out of your comfort zone.

Day Two: Learn by doing with others. Take the mystery out of business planning, strengthen your creative muscles, and practice design thinking and prototyping. Work with a small, facilitated group to refine your collaboration skills, create a local project that uses creativity to improve your community, and build a business plan that is sustainable and achievable.

Day Three: Find your voice. Present your groups' plan and get valuable feedback. Get a 15-minute coaching session and start planning your new career path, organization, project, or creative venture. Get accountability tools to achieve your goals.

Evolve Program

Evolve is a six-month business incubator program designed for creative professionals who are striving to transform their passions, interests, and skills into a viable venture, project, or new life path. AIR's approach is nontraditional and performance-based, where success is not what you learn, but your capability to launch your venture. If you are committed, you will leave Evolve with the know-how and tools to successfully plan, build, and run your business venture. Your business skills will include planning and design, financial modeling, marketing, staffing, and resource development.



Jennifer Ivanovic, AIR Shift and Evolve alumnus, in her studio.

Photo by AIR Institute of Berea College.

CASE STUDY: Jennifer Ivanovic, Shift and Evolve Alumnus

“The AIR Evolve classes have helped me shape my art dreams into reality. Don’t get me wrong, no one is telling me the answers, but great teachers never do. The questions that the classes pose are only for courageous students to pull answers from their own personal quest.

My AIR Evolve class instructors have repeatedly said, ‘There are NO silver bullets or instant fixes to our individual project journey.’ An inspiring combination of resources has been provided: bi-monthly, thought-provoking classes; electronic worksheets that can be tailored to my specifications; links to essential productivity apps and resources; individual coaching that helps resolve personal mental

blocks; and much more. This potent combination has turned out to be my very own, personalized silver bullet!”

Jennifer used the Evolve program to design her creative venture, Stigma Stains, a traveling exhibition that uses her visual art to break down barriers about mental illness. She has been juried into four shows, was included in the Larimer County health district newsletter, and was awarded the \$15,000 Cherry Creek Art Festival Arrow Innovation award.

Logistics

It’s important to make sure that you have allowed enough time for you to plan and implement your programs. Detailed action plans are critical to your success. If you are designing new programs, work backward from your event dates to make sure you have time scheduled for securing space, marketing, recruiting volunteers, printing materials, and training your facilitators. You can use the basic logistical plans provided in the Mini-Workshop Leader Guide to help get your plans on paper. You may want to estimate staff hours associated with these activities so that you can make sure you are staffed adequately for these new duties. You, your staff, and your partners will be grateful if they know exactly what they need to do and what is expected of them.

If you become a Local Affiliate you will go through an onboarding process that will help you set goals and define success metrics for your community. You will make your AIR website Local Affiliate profile page, identify and contract with local facilitators, and divide up marketing and fundraising tasks using AIR templates and samples. Timelines, menus, event space requirements, volunteer plans, and materials needed are all provided.

AIR Local Affiliates Timeline

This is a broad-stroke work plan for three years of incubation using the AIR model with some additional local events focused on connecting the arts and business sectors.

Year One Activities

- ▶ Establish creative economy partners
- ▶ Host Art Builds Business Builds Art Mini Workshop
- ▶ Establish monthly or quarterly creativity-focused, cross-sector networking events
- ▶ Reach out to new groups
- ▶ Determine any fundraising strategy needed for local affiliate fees
- ▶ Submit application to become local affiliate
- ▶ Go through onboarding process for local affiliate
- ▶ Identify 4 facilitators and 1 project manager
- ▶ Attend Shift facilitator training
- ▶ Plan and host Shift workshop
- ▶ Evaluate activities

Year Two Activities

- ▶ Host monthly or quarterly creativity-focused, cross-sector networking events
- ▶ Host Art Builds Business Builds Art Mini-Workshop
- ▶ Attend Shift and Evolve facilitator training
- ▶ Plan and host Shift workshop
- ▶ Plan and host Evolve program
- ▶ Evaluate activities
- ▶ Fundraise for operations and/or program stipends

Year Three Activities – And Beyond

- ▶ Host monthly or quarterly creativity-focused, cross-sector networking events
- ▶ Host Art Builds Business Builds Art Mini-Workshop
- ▶ Plan and host Shift workshop
- ▶ Plan and host Evolve program
- ▶ Evaluate activities
- ▶ Fundraise for operations and/or program stipends

Marketing

AIR provides customizable marketing materials for Local Affiliates including a marketing checklist and timeline that has 12 weeks of social media posts, e-newsletter articles, emails, press releases, fliers, postcards, and brochures. Twelve weeks of active marketing and public relations done with your Local Affiliate partners will be sufficient to fill your workshops.

If you design your own programs, you may want to establish a brand and logo for your incubator, or you may just want to include all your partner logos on your materials. This is another opportunity for business sponsorship and volunteer leadership opportunities for employees.

Facilitators

The people you choose to use as event emcees, trainers, or facilitators for your arts incubator programs are critical to your success. AIR provides Facilitator Roles and Responsibilities and sample letter agreements for independent contractors to Local Affiliates so that there is clarity about expectations for everyone.

It is very important that you use rigor when selecting facilitators. They will be the public face of your programs, and you need to find solid local people who truly embrace being creative, business-minded, and community-focused. They should have solid professional experiences so that your community respects their new role as educator, connector, coach, and collaborator. Ideal facilitators:

Walk the talk: AIR facilitators embody the paradigm shift that will help achieve our vision of increasing the value of art and creativity in our communities. They are people who reach across the aisle in their careers, communities, and lives.

Bring people together: Facilitators have diverse backgrounds and life experiences. They have honed their creative and business experiences. They have strong communication skills and high emotional intelligence.

Use technology: Facilitators use presentation tools, software, and equipment to bring their stories alive. AIR embraces the internet and digital tools that make storytelling and collaborating easier and more personal.

Inspire change and excellence: Facilitators have qualities that inspire hope. They are optimistic realists with exceptional listening skills and great senses of humor. They are life-long learners who are adaptable, and organized improvisers who work and play well with others.

Besides accessing your local creative community for strong facilitators, facilitators can be local business employees who want to use their skills to help grow artists and your local community. AIR encourages facilitators to be paid, particularly if they are professional creatives, but AIR also believes that some highly capable facilitators would prefer to donate their time as a gift to their community. This is a great opportunity for employees to shine in a volunteer leadership opportunity that can also help reduce the costs associated with the program.

CHALLENGES & ADVICE

- 1. Your programs are not a silver bullet and you cannot be a savior.** Helping your clients (artists and business people) achieve their financial and business dreams doesn't mean doing their work for them. You can provide tools and be a reliable ally.
- 2. Define what success is for your organization.** Be specific. What do you want to feel like when you succeed? What do you want others to feel when they experience your work? Don't let others define your rubric for success.
- 3. Diversify your revenues.** Incubator programs that engage with the business community can be an earned revenue source and open up new funding opportunities with agencies you've never worked with before.
- 4. Find new partners who aren't like you.** Become partners with people who challenge your perspectives about art and value and business and community. You might find you have more in common with these folks than you realize, once you strip away labels.
- 5. Embrace change.** Everyone is feeling the chaos of our new world economy, so you are not as alone as you think. People who aren't artists are as confused as you are. They can provide inspiration and you can provide ideas.
- 6. Work with people you like!** Do not work with people who do not value creativity. Life is too short. There are plenty who believe that art and creativity saves the world—and can save your community. Don't make your job harder than it already is.
- 7. Help others who are struggling.** Small businesses, higher education, and nonprofits need creativity more than ever.
- 8. Challenge your personal mental models.** Rethink what makes good art and good people.
- 9. Be a champion for raising the value of art and creativity in every community.** Make artists and creatives essential. Show our value in every action and every relationship. Meet people halfway. Discover the unexpected intersections. Stop assuming that what you believe about money and business is true or all bad.

An Evolve participant works on her creative venture and gets immediate feedback from her cohort.

Photo by AIR Institute of Berea College.



EVALUATION & MOVING FORWARD

Evaluation of your programs is critical to knowing if you are making an impact in your community. Use your initial work on vision, mission, and what success looks like to define how you want to evaluate your work. Some evaluations may need to be quantitative.

AIR evaluates every training, workshop, and program. Because information and communication is so fast, we refine all of our products annually. You should plan for that if you intend to design programs locally. We evaluate the content, the facilitators, the coaching, and the venues. We always ask for open-ended feedback from participants to find new ideas or critiques that were missed in our qualitative surveys. You can also analyze your website traffic and social media effectiveness to make sure that you are reaching the broadest or most specific audience possible that is appropriate for your programs.

If you use AIR programs, we will give you an evaluation instrument that can help you measure the financial trajectory of the people you serve, the growth of their networks, numbers of collaborations between new allies, and other variables that you need to know and that funders like to hear about. You are the best people to define the qualitative measures that are most important to your community. Make sure you have some specific types of stories you want to collect to show how your work is changing your community. In the supplemental materials portion of this workbook, we have included pre- and post- workshop self-rating surveys to track changes in participants' strengths and skills to determine the efficacy of the workshops.

SUPPLEMENTAL MATERIALS

Available on the Business Volunteers for the Arts® page at

www.AmericansfortheArts.org/BVA

- ART BUILDS BUSINESS BUILDS ART MINI WORKSHOP LEADER GUIDE
- ART BUILDS BUSINESS BUILDS ART MINI WORKSHOP EXERCISE MATERIALS
- ART BUILDS BUSINESS BUILDS ART WORKSHOP VIDEO
- AIR SHIFT WORKSHOP BROCHURE
- AIR EVOLVE PROGRAM EXERCISE MATERIALS
- AIR EVOLVE PROGRAM CREATIVE VENTURE CANVAS
- HOW IT'S BEING DONE: ARTS BUSINESS TRAINING ACROSS THE U.S.
- EMILY HALL TREMAINE FOUNDATION NATIONAL ARTIST RESOURCE LIST
- AIR PRE-WORKSHOP SELF-RATING SURVEY
- AIR POST-WORKSHOP SELF-RATING SURVEY

Other Americans for the Arts Resources

For more information on engaging employees through the arts and partnering with the business community:

Visit the [pARTnership Movement](#), an initiative from [Americans for the Arts](#) designed to reach business leaders with the message that partnering with the arts can build their competitive advantage.

View our pARTnership Movement tool-kits, [Bringing the Arts to the Workplace](#) and [Employee Engagement and the Arts](#).

Watch our on-demand webinars, including one on [Engaging Business Employees Through the Arts](#).

Send us an e-mail with any questions: privatesector@artsusa.org.

Americans for the Arts is the nation's leading nonprofit organization for advancing the arts in America. With more than 50 years of service, we are dedicated to representing and serving local communities and creating opportunities for every American to participate in and appreciate all forms of the arts.



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