



the center for cultural innovation annual report 2008

PRESIDENT'S MESSAGE

center for cultural innovation



Although it may be a cliché to say that innovation happens when you work “outside the box,” the Center for Cultural Innovation has certainly done that in 2008. That begins, as the graphic on this year’s annual report implies, with high-performance programs ranging from new Incubator Projects that are being developed, to the continuous improvements we demand for programs already established.

For CCI, working outside the box has also meant reaching out to seek the advice and partnership of thought leaders, organizations and industries beyond the nonprofit arts. These partners – many of whom are highlighted in this report – have helped CCI break new ground by introducing new practices and expertise that have strengthened the support system for individual artists in new and important ways.

Innovative approaches also require tolerance for risk, and we are extremely grateful that there are funders who support that proposition, and are willing to invest in both the business model and program potential of CCI. To that extent I think of our funders as innovators, too, and in 2008 they included: California Community Foundation, City of Los Angeles Department of Cultural Affairs, The Durfee Foundation, The James Irvine Foundation, Leveraging Investments in Creativity, Los Angeles County Arts Commission, Marin Arts Council, The Maurer Family Foundation, San Francisco Arts Commission, San Jose Office of Cultural Affairs, Union Bank of California and The William and Flora Hewlett Foundation.

Finally, I would like to express my thanks to the entire team at CCI – Nancy Hytone Leb, Lauren Bailey, Emily Sevier, Jacky Hayward, Dzigbodi Djugba, Mari Riddle, Allison Sampson and Katie Ruiz, and to the CCI board, for helping to make the many programs and activities referenced in this 2008 Annual Report possible.

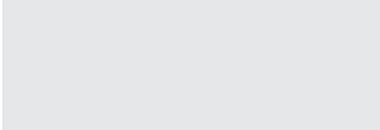
Happily, I know we’ll never get too comfortable. That’s just the way it is when you work outside the box.

Cora Mirikitani
President and CEO

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MISSION & HISTORY

The Center for Cultural Innovation (CCI) was founded in 2001 to promote knowledge sharing, networking and financial independence for individual artists and creative entrepreneurs by providing business training, grants and loans, networking opportunities, and incubating innovative projects to create new program knowledge, tools and practices for artists in the field.

Around the same time that CCI was being launched, a number of foundations and arts funding agencies nationally were investigating the status and needs of individual artists in the United States. This resulted in a major benchmark study in 2003, produced by The Urban Institute in Washington DC, titled *Investing in Creativity: A Study of the Support Structure for U.S. Artists*. The Urban Institute study showed, and CCI's field experience has affirmed, that artists have significant needs in multiple domains, including training and professional development, materials supports such as space, grants and health insurance, access to markets, public validation, information, and participation in larger communities and networks. Artists across the country are, in short, woefully underserved.

CCI was envisioned as a new kind of hybrid, nonprofit entity designed to address the most pressing needs of artists. Since its inception, CCI has focused on three predominant strategies: improving artists' business knowledge, creating more access to capital, and developing artist-centered information and networks. And because there are gaps in the arts field to address these needs, CCI also established a project incubator to undertake the "R & D" needed to create and test a wide range of promising program tools and activities.

CCI now operates offices in Los Angeles and in San Francisco that can support a broader scope of work for artists throughout California. As a member of the Leveraging Investments in Creativity (LINC) Creative Communities network, CCI not only shares information with leading practitioners on artists' issues nationally, but is contributing the lessons learned in California to communities far beyond.

CCI believes that by giving artists the knowledge and economic independence they need to bring their work and ideas into the marketplace, they can, based on their collective clout, establish a new voice for artists everywhere. Knowledge is power. Personal networks build community. And financial independence supports creative freedom. This is the Center for Cultural Innovation.

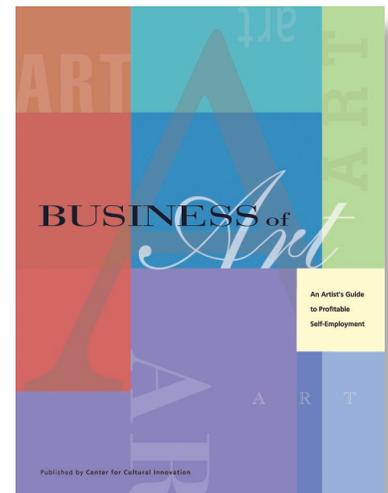
2008 PROGRAMS

“BUSINESS OF ART” – ENTREPRENEURIAL TRAINING FOR ARTISTS

In FY 2008, CCI focused on expanding the distribution of its signature “Business of Art” entrepreneurial training for artists, and on refining its teaching tools. The “Business of Art” was held twice in Los Angeles during the year, and presented for the first time in the Bay Area’s Marin County. Significantly, the accompanying textbook - *The Business of Art: An Artist’s Guide to Profitable Self-Employment* – was also published, culminating a 16-month developmental process. Many individual workshops were also produced by CCI on topics such as grantwriting, marketing, tax issues and health insurance for artists, making 2008 both a busy and productive year.

Among the highlights from CCI’s Training Program:

- A total of 42 workshops were produced during the year, attended by 1,723 artists across multiple disciplines. These workshops translated into 124 hours of direct training support to artists.
- CCI’s roster of trainers expanded to now include 26 arts and business leaders from both Southern and Northern California who were contracted to lead workshops and other training to artists during the year.
- The 7-week “Business of Art” workshop series was presented twice in Los Angeles, in October/November 2007 and May/June 2008, and once in the San Francisco Bay Area in April/May 2008 in partnership with the Marin Community Foundation and the Marin Arts Council.
- Special informational workshops supporting our *Investing in Artists* grants program were designed and presented throughout California, in Los Angeles, San Francisco, San Diego, San Bernardino, Riverside, San Jose, Fresno, Oakland and Arcata.
- CCI also participated in the three Arts Tune-Ups sponsored by the Los Angeles County Arts Commission. Over 300 artists and arts administrators attended these information and technical assistance programs which were held in Claremont, East Los Angeles and Culver City during the year.
- Finally, CCI’s 265-page textbook, *The Business of Art: An Artist’s Guide to Profitable Self-Employment* was published in late-March 2008. In the first three months following its release, more than 650 copies of the books were sold to artists, arts administrators and government entities across the United States.



INVESTING IN ARTISTS GRANTS PROGRAM

CCI's *Investing in Artists* grants program was launched in the spring of 2007 as a pilot program funded by The James Irvine Foundation, to build the capacity of individual artists in California. The program was designed to fund the acquisition of artistic equipment and tools, and to fund market strategies that would allow artists to distribute that work more broadly to new audiences. Over three pilot rounds, the *Investing in Artists* program has provided 63 grants totaling \$450,000 to 54 California artists working in all disciplines.

In FY 2008, two concluding rounds of *Investing in Artists* grants were held, providing a total of \$300,000 awarded through 36 grants to the following artists:

In the Artistic Equipment & Tools category
(\$15,000 grant maximum):

Round II

- Michelle Brown (*Visual Arts, Riverside*)
- Janie Geiser (*Performing Arts, Los Angeles*)
- Sasha Isaac-Young (*Media Arts, Los Angeles*)
- Gordon Lee (*Folk & Traditional Arts, Cupertino*)
- Julia Meltzer (*Media Arts, Los Angeles*)
- Richard Street (*Visual Arts, San Anselmo*)

Round III

- Sandra de la Loza (*Visual Arts, Los Angeles*)
- Andrew Freeman (*Visual Arts, Los Angeles*)
- Ellen Fullman (*Performing Arts, Berkeley*)
- Shinichi Iova-Koga (*Performing Arts, Petrolia*)
- Ruben Ochoa (*Visual Arts, Los Angeles*)
- Susan Simpson (*Performing Arts, Los Angeles*)
- Jim Skuldt (*Visual Arts, Los Angeles*)
- David Washburn (*Media Arts, Wilton*)

In the Presenting & Marketing Work category, for Planning Grants
(\$5,000 grant maximum):

Round II

- Brenda Aoki (*Performing Arts, San Francisco*)
- Erin Cosgrove (*Media Arts, Altadena*)
- Arthur Dong (*Media Arts, Los Angeles*)
- Geoff Gallegos (*Performing Arts, Los Angeles*)
- Kristy Guevara-Flanagan (*Media Arts, Alameda*)

- Marc Bamuthi Joseph
(Performing Arts, Oakland)
- Ted Purves (*Visual Arts, Oakland*)
- Ken Roht (*Performing Arts, Los Angeles*)
- Jay Rosenblatt (*Media Arts, San Francisco*)
- Erika Shuch (*Performing Arts, San Francisco*)
- Sri Susilowati
(Folk & Traditional Arts, Pasadena)
- Scott Wells (*Performing Arts, San Francisco*)
- Christine Wong Yap (*Visual Arts, Oakland*)

In the Presenting and Marketing Work category, for Implementation Grants
(\$15,000 grant maximum):

Round III

- Chitresh Das
(Folk & Traditional Arts, San Francisco)
- Alonzo King (*Performing Arts, San Francisco*)
- Suzanne Lacy (*Visual Arts, Marina del Rey*)
- Marcus Shelby (*Performing Arts, San Francisco*)

Round III

- Scott Constable (*Visual Arts, Sebastopol*)
- Paul S. Flores (*Performing Arts, San Francisco*)
- Alison Pebworth (*Visual Arts, San Francisco*)
- Erika Chong Shuch
(Performing Arts, San Francisco)
- Kristina Wong (*Performing Arts, Los Angeles*)



CCI would like to thank the field experts who served a crucial role as panel members in the review of *Investing in Artists* grant applications. Round II panelists included: Mike Blockstein, Principal at Public Matters LLC in Los Angeles; Jon Ching, a documentary videographer based in Fresno; Brian Freeman, a San Francisco-based playwright and theater professional; Karin Higa, Adjunct Senior Curator of Art at the Japanese American National Museum in Los Angeles; Julie Lazar, Director of the International Contemporary Arts Network based in Glendale; and Chike Nwoffiah, Director of Oriki Theater in Mountain View.

Round III panelists included: Bailis, Theater Director for ODC Theater in San Francisco; Adam Fong, Associate Director of Other Minds in San Francisco; Stephanie Hanor, Senior Curator at the Museum of Contemporary Art San Diego; Kris Kuramitsu an independent curator based in Los Angeles; Renny Pritikin, Director of the Richard L. Nelson Gallery at UC Davis; and Carol Stakenas, Executive Director of Los Angeles Contemporary Exhibitions.

A first-phase evaluation of the *Investing in Artists* grants program is scheduled to begin in the fall of 2008. Using this information, CCI will look to renew this grants program, and expand it, in the near future.

LOS ANGELES ARTS LOAN FUND

The Los Angeles Arts Loan Fund was launched in the summer of 2005 by a consortium of funders to provide a range of small business development, performance and bridge loans to individual artists and arts organizations in the Greater Los Angeles area. Initial funding for this program was provided through grants from the Ahmanson Foundation, Annenberg Foundation, Boeing Foundation, Durfee Foundation, Getty Foundation, The James Irvine Foundation, Los Angeles County Arts Commission, and Sony Pictures Entertainment.

The LA Arts Loan Fund operates as a partnership between the Center for Nonprofit Management, responsible for directing loans to arts organizations up to \$50,000, the Center for Cultural Innovation, responsible for directing loans to individual artists up to \$25,000, and the Los Angeles LDC, Inc., responsible for providing loan servicing and portfolio management.

At the close of its third year of operation, the LA Arts Loan Fund had made 50 loans to the Los Angeles arts community totaling nearly \$525,000. In the past year, the loans approved totaled \$72,000 to 10 artists, and \$113,600 to 7 arts organizations.

ARTIST BENEFITS AND NETWORKING

BENEFIT OPPORTUNITIES FOR ARTISTS (BOA)

The Benefit Opportunities for Artists (BOA) program was initiated in 2005 as a pilot program between CCI and the alumni associations of California Institute of the Arts, Otis College of Art + Design, Art Center College of Design, Southern California Institute of Architecture (SciArc) and SideStreet Projects, to organize and provide group discounts and other benefits to a combined roster of artist-constituents.

During FY 2008, the program featured 23 business partners offering a wide range of air travel,



The CCI Group
Benefit Opportunities for Artists

transportation, hotel, health and fitness, professional development and cultural activity discounts to the 1,095 artists who had joined the program, each subscribing at a cost of \$19.95 per year.

SAN FRANCISCO BAY AREA ARTS TOWN HALL

On June 9, 2008, a major convening of California artists, arts administrators, funders and policymakers from around the Bay Area was held at Yerba Buena Center for the Arts in San Francisco. Over 750 people registered for this event, organized by CCI and the San Francisco Arts Commission, to attend sessions and workshops on timely topics affecting the arts field, and to network with colleagues. In addition, a cadre of regional arts funders and agencies also convened that day to learn more about key national and regional arts research activities, and to share information on respective program plans that play a role in the regional arts ecology.



In the face of diminishing opportunities to bring the larger arts community together, CCI has actively taken on the role of organizing such convenings as a means to provide both inspirational and practical information, and to strengthen diverse communities of artists in California.

CCI PROJECT INCUBATOR

The CCI Project Incubator was established in 2007 under the principle that innovation requires as a place where diverse collaborators can work as a team in a focused, and unfettered, way to gain new information and insights, and test new program tools and problem-solving strategies that have potential to transform the support system for artists.

In this sense, it is the true “Research and Development” arm of CCI, designed to harness the wisdom of cross-sector field expertise, the risk and reward of experimentation, and the benefits of the honest evaluation of outcomes. During FY 2008, we managed two significant Incubator Projects, described below:

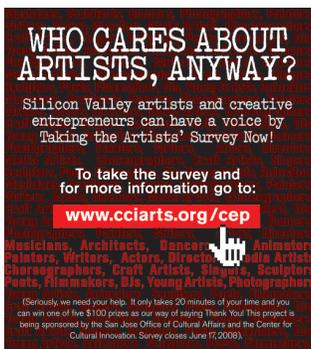
SAN JOSE CREATIVE ENTREPRENEUR PROJECT

In January 2007, CCI was tapped by the San Jose Office of Cultural Affairs (OCA) to lead an exploration over the course of a year that would examine the “opportunity landscape” for individual artists—creative entrepreneurs—in San Jose by conducting a baseline needs assessment; providing pilot training programs, financial resources and convening opportunities; and developing recommendations on strategies, changes to policy and resources needed to advance the local environment for artists.



Called the Creative Entrepreneur Project (CEP), this special project is being overseen by a Steering Committee, chaired by OCA Director Kerry Adams-Hapner, consisting of 15 experienced leaders from government, the tech business sector, community development, higher education, small business development, philanthropy, and the artist community. This committee will meet four times over the course of the year to provide cross-sector advisory support and serve as the lens through which current work and future opportunities can be assessed and advanced.

The first activity undertaken in the CEP initiative was the commissioning of a groundbreaking *Artists’ Resource and Space Study*, conducted by research economist Ann Markusen, Professor and Director of the



Project on Regional and Industrial Economics, Hubert H. Humphrey Institute of Public Affairs, University of Minnesota. The survey was launched online on April 21, 2008, and extended through June 17, 2008, eventually returning 740 survey responses. Widespread outreach to artists in all disciplines and professions was undertaken through a network of local arts organizations, and through a special ad campaign in the weekly Metro newspaper under the provocative banner: “WHO CARES ABOUT ARTISTS, ANYWAY?”

Next year, the CEP initiative will continue with a major convening of artists planned at San Jose City Hall to hear about the survey results and future plans for the initiative, the initiation of CCI’s Business of Art training program, combined with a special Encouragement Grant program, for San Jose artists.

ARTISTS UNITED FOR HEALTHCARE

The Artists United for Healthcare (AUFH) website project, found at www.artistsunitedforhealthcare.org, was incubated and launched in June 2007 as a joint initiative of CCI, Leveraging Investments in Creativity (LINC) and The Actors Fund. The purpose of the website was to provide California artists with focused information, and an advocacy opportunity, to participate in the debate on universal health care that was pending legislative action in California.

During FY 2008, the AUFH effort involved the commissioning of a first-time study of the health care and insurance needs of California’s individual artists, conducted by E. Richard Brown, PhD, Director, and Shana Alex Lavarreda, MMP, Senior Research Associate, at the UCLA Center for Health Policy Research. Their report, called the *California Artists’ Health Insurance Survey*, was issued on September 21, 2007 following an online survey that ran from June 15 – August 15, 2007 that captured 585 detailed responses from artists across the state.



The upshot of this effort in 2008 was that legislation stalled, despite prolonged and extraordinary legislative efforts. The AUFH website, however, did not, having received some 90,000 hits and a total of 4,407 unique visitors since its inception. Due to the volume of interest, it was determined in the spring of 2008 that the AUFH website would move from being a “legislative advocacy portal” to become a longer-term information portal and networking site for artists across a broad range of health care and health insurance issues. CCI expects to maintain the AUFH website through December 2008, at which time we anticipate transferring the permanent maintenance of this site to a national service organization.

ADMINISTRATIVE AND FINANCIAL

Now seven years in operation, CCI has reached significant new milestones in its program growth, and in the administrative and financial capacity needed to support them. During FY 2008, CCI continued to operate out of two regional offices: a main administrative office located in Los Angeles, and a second Bay Area office in San Francisco. Our staff has grown modestly, too, now including 4 fulltime and 4 parttime personnel.

Financially, CCI closed the fiscal year ending June 30, 2008 with total income recorded at \$1,330,882, against expenses of \$915,892. For further information on the Center for Cultural Innovation's audited financial statements for Fiscal Year 2008, please contact the CCI Administrative Office at 244 S. San Pedro Street, Suite 401, Los Angeles, CA 90012.

CCI would like to thank the following foundations, corporations and governmental agencies that support our programs and operations in 2008:

California Community Foundation
City of Los Angeles, Department of Cultural Affairs
City of San Jose, Office of Cultural Affairs
The Durfee Foundation
The James Irvine Foundation
Leveraging Investments in Creativity
Los Angeles County Arts Commission
Marin Arts Council
The Maurer Family Foundation
San Francisco Arts Commission
Union Bank of California
The William and Flora
Hewlett Foundation

CCI would also like to thank the following individuals for their generous support in 2008:

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Nancy Hytone Leb
Ann Isolde
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