



CENTER FOR CULTURAL INNOVATION

ANNUAL REPORT

2012



President's Message

Dear Friends,

2012 was a great capstone to the Center for Cultural Innovation's first ten years, also serving as a time for planning and reflection about the organization's future. *What are the needs of individual artists today, and how have they changed? And how can CCI best support artists in the future?* During the past year, the board and staff devoted significant time and effort to consider such questions and begin charting a course ahead. I'm pleased to report that this planning process will continue through the first part of 2013, guided by our commitment to both deepen and expand CCI's work on behalf of artists in California, and to keep innovation and R & D at the forefront of our way of working.

While we considered the future we also continued a robust schedule of programming in 2012, providing artists with grant opportunities through the statewide *Investing in Artists* grants program and the *Artists' Resources for Completion (ARC)* grants program for Los Angeles artists; professional development grants and reimbursements through our *Creative Capacity Fund's Quick Grant* and *NextGen Grant* programs; "Business of Art" entrepreneurial training workshops and a 2nd Edition publication; and, convening and networking opportunities for artists and those who care about the arts through Artist Town Hall meetings. CCI's programs would not be possible without the support of truly talented and dedicated staff, and I would like to particularly thank Lauren Bailey, Nancy Hytne Leb, Katy Hilton, Jayna Swartzman, Michelle Serna and Kim Okamura for their outstanding contributions in 2012.

Partnerships and collaborations were also a big part of our work last year, as in prior years. We have been privileged to work side by side with many of our funders, who have served not only as investors but as thought partners in program design and evaluation – my heartfelt thanks to all. Our work has also benefitted from the support and expertise of other arts leaders and organizations in Los Angeles and throughout the state who have worked collaboratively with CCI – your shared vision and generosity of spirit have elevated our work on behalf of artists everywhere.

It is hard to imagine an America without the arts, and the arts without individual artists, so my final thanks go to each of you. On behalf of everyone at CCI, we look forward to supporting your endeavors in the year ahead.

Best wishes,



Cora Mirikitani
President and CEO

Mission & Vision

The Center for Cultural Innovation (CCI) was founded in 2001 as a California 501(c)(3) nonprofit corporation. Its mission is to promote knowledge sharing, networking and financial independence for individual artists and creative entrepreneurs by providing business training, grants and by incubating innovative projects that create new program knowledge, tools and practices for artists in the field.

CCI believes that by linking the natural creativity and tolerance for risk of artists and creative entrepreneurs to the latest business tools and practices, and by helping to connect them to new financial resources, and to one another, CCI can give artists the knowledge and economic independence needed to bring their work and ideas into the marketplace, and establish a new voice for artists based on their collective clout. This is our vision. Knowledge is power. Personal networks build community. And financial independence supports creative freedom. This is what drives our work at the Center for Cultural Innovation.

Grant & Funding Programs

Providing artists with financial resources to help them advance their careers is cornerstone to CCI's work. Through our three innovative grant programs, *Investing in Artists*, the *ARC Program* and the *Creative Capacity Fund*, artists and arts administrators have the opportunity to increase their sustainability, advance their professional development and expand their art practice.

INVESTING *in* Artists

The *Investing in Artists* grants program was established by the Center for Cultural Innovation (CCI) in 2007 to enhance the working lives and strengthen the creative support system for California artists working in all disciplines. Over an initial eight rounds of funding from 2007 to 2011, CCI awarded 180 grants totaling nearly \$1.61 million to a diverse range of artists working in various disciplines across the state. Through the continued support of The James Irvine Foundation and The William and Flora Hewlett Foundation, CCI is pleased to offer an additional five rounds of funding for the *Investing in Artists* program from 2012 to 2014.

“CCI not only supports artists' unconventional needs for equipment and tools, but challenges us to develop skills, plan for the future and innovate through sustainable models of creative activity.”

John Jota Leaños, Investing in Artists – Artistic Innovation Grantee, San Francisco

In FY12, CCI awarded \$160,000 in grants through the 2012 Visual Arts, Craft, and Literary Arts round of the program to a record number of 29 California artists in two categories: Artistic Equipment and Tools and Artistic Innovation. Grants were announced in September 2012.

14 Artistic Equipment and Tools Grants:

- Lita Albuquerque (Visual Arts, Santa Monica)
- Melanie Cervantes (Visual Arts, San Leandro)
- Patricia Fernandez (Visual Arts, Los Angeles)
- Sherin E. Guirguis (Visual Arts, Los Angeles)
- Julia Kate Haft-Candell (Visual Arts, Los Angeles)
- Tony Labat (Visual Arts, San Francisco)
- Candice C. Lin (Visual Arts, Altadena)
- Jerome Reyes (Visual Arts, San Francisco)
- May Sun (Multidisciplinary, Culver City)
- Kristine Thompson (Photography, Altadena)
- Bruce Tomb (Visual Arts, San Francisco)
- Lizette Wanzer (Literature, San Francisco)
- Gordon Winiemko (Visual Arts, Long Beach)
- Jenifer K. Wofford (Visual Arts, San Francisco)

15 Artistic Innovation Grants:

- Terry Berlier (Visual Arts, Oakland)
- Tammy Rae Carland (Multidisciplinary, Oakland)
- Camilo Cruz (Photography, Los Angeles)
- Krysten Cunningham (Visual Arts, Los Angeles)
- Liz Glynn (Multidisciplinary, Los Angeles)
- Taraneh Hemami (Visual Arts, San Francisco)
- Farrah Karapetian (Visual Arts, Los Angeles)
- Hilja M. Keating (Visual Arts, Los Angeles)
- Olga Koumoundouros (Visual Arts, Los Angeles)
- Agustin Maes (Literature, Oakland)
- Daniel McCormick (Visual Arts, Fairfax)
- Chris Sollars (Visual Arts, San Francisco)
- Michelle B. Tea (Literature, San Francisco)
- Clarissa Tossin (Visual Arts, Los Angeles)
- Burlee Vang (Literature, Cerritos)

Grant & Funding Programs *(continued)*



In FY11, CCI expanded its grantmaking activities to include administration of the Durfee Foundation's ARC Program (Artists' Resource for Completion). Beginning in January of 2011, management of this program transitioned over to CCI's staff and we are continuing to make this important and vital resource available to L.A. artists with Durfee Foundation funding.

ARC grants provide rapid, short-term assistance on a quarterly basis to individual artists in Los Angeles County who wish to enhance work for a specific, imminent opportunity that may significantly benefit their careers. Artists in any discipline are eligible to apply.

“The funds raised provided me an opportunity to continue my commitment to a long-term collaborative project and to expand internationally for the first time.”

Bari Ziperstein, ARC Grantee, Los Angeles

In FY12 CCI awarded \$200,000 in grants through ARC to 75 Los Angeles artists, over four quarterly deadlines, from July 2011 through June 2012.

Third Quarter ARC Grantees (2011)

- Deborah Aschheim (Visual)
- Nancy Baker Cahill (Visual)
- Jesse Bonnell (Theater)
- Megan Daalder (Multidisciplinary)
- Katie Herzog (Visual)

- Stanya Kahn (Visual)
- Ann Kaneko (Media)
- Brian Kennon (Visual)
- Carole Kim (Multidisciplinary)
- Regina Klenjoski (Dance)
- Curt LeMieux (Visual)
- Candice Lin (Visual)
- Thea Mercouffer (Media)
- Joanne Mitchell (Visual)
- Carrie Paterson (Multidisciplinary)
- Stephanie Pryor (Visual)
- William Roper (Music)
- Sarah Swenson (Dance)
- Michael Teoli (Theater)
- Greg Wilken (Visual)

Fourth Quarter ARC Grantees (2011)

- Ana Maria Alvarez (Dance)
- Angela Berliner (Theater)
- Benita Bike (Dance)
- Lynn Dally (Dance)
- Liz Glynn (Multidisciplinary)
- Asher Hartman (Multidisciplinary)
- Dawn Marie Kasper (Visual)
- Barbara Kerwin (Visual)
- Kristen Leahy (Multidisciplinary)
- Matthew McCray (Theater)
- Willie Middlebrook (Visual)
- Noritaka Minami (Photography)
- Michael Minelli (Visual)
- John Olsen (Visual)
- Elizabeth Patterson (Visual)
- Renee Petropoulos (Visual)
- John Powers (Theater)
- Louise Reichlin (Dance)
- Ova Saopeng (Theater)
- Asha Schechter (Visual)
- Katie Shook (Multidisciplinary)
- Pascual Sisto (Media Arts)
- Brenda Varda (Theater)

Grant & Funding Programs *(continued)*

First Quarter ARC Grantees (2012)

- Christopher Anderson-Bazzoli (Music)
- Madison Brookshire (Visual)
- Sandy de Lissovoy (Multidisciplinary)
- Roy Murray Dowell (Visual)
- Helga R. Fassonaki (Multidisciplinary)
- Mitchell Glickman (Theatre)
- Katherine Gray (Visual)
- Katie Grinnan (Visual)
- Julia Haft-Candell (Visual)
- Kennedy V. Kabasares (Multidisciplinary)
- Timothy Nolan (Visual)
- Oguri (Dance)
- Sarah Rara (Visual)
- Matthew Sheridan (Media)
- Jonathan Snipes (Music)



Launched in 2009 by a consortium of California arts funders, the Creative Capacity Fund (CCF) provides funding for professional development to strengthen the management and administrative skills of

- Rosanna Tavarez (Dance)
- Yelena Zhelezov (Multidisciplinary)
- Bari Ziperstein (Visual)

Second Quarter ARC Grantees (2012)

- Nicholas Duran and Jmy James Kidd [NICK+JAMES] (Dance)
- Deanna Erdmann (Visual)
- Nehara Kalev (Dance)
- Hilja Keating (Visual)
- Betty Lee (Photography)
- Emily Mast (Multidisciplinary)
- Miwa Matreyek (Multidisciplinary)
- Ntare Guma Mbaho Mwine (Multidisciplinary)
- Jessica Rath (Visual)
- Patricia Scanlon (Theater)
- Kimberly Schoen (Visual)
- Christine Suarez (Dance)
- Jennifer West (Visual)
- Cheng Chieh Yu (Dance)

artists and arts administrators by providing access to a wide range of capacity building and coaching opportunities. CCF offers professional development grants in two categories.

“Because of the Creative Capacity Grant, I have received invaluable resources and information. This professional development opportunity is the first time since starting CMDC that I have received any kind of formal training or coaching. The experience was transformative. In addition to the aforementioned benefits, I felt less isolated, less frustrated and more hopeful, positive, and supported in my work”

Sophia Kozak, Critical Mass Dance Company, Los Angeles CA, Awarded January 2012



The Quick Grant Program

The Quick Grant Program, provides \$500-\$1,000 in reimbursement funding to engage consultants or participate in workshops and conferences that will significantly impact administrative capacity or business skills.

In FY12, CCF awarded 207 Quick Grants to 149 individual artists and 58 non-profit arts organizations in the Bay Area and Los Angeles totaling \$103,350 in professional development reimbursement funding. Small to mid-sized

Grant & Funding Programs *(continued)*

organizations received significant support to help build their organizational capacity and artists used the funds to participate in professional development workshops, conferences and coaching/consulting to hone their business skills and advance their careers.

Participating funders in the Quick Grant program include the San Francisco Arts Commission, San Francisco Grants for the Arts/Hotel Tax Fund, the San Francisco Foundation, the Walter and Elise Haas Fund, the City of San Jose Office of Cultural Affairs, the City of Los Angeles Department of Cultural Affairs, the Los Angeles County Arts Commission, the California Community Foundation and the Lia Fund. In FY12, the funder

list expanded to include the Fleishhacker Foundation and The William & Flora Hewlett Foundation.

In mid-2011, CCI conducted its first formal evaluation of the CCF Quick Grant Program which included a grantee survey and interviews with funding partners and staff. Survey results were overwhelmingly positive with 91% of grantees reporting satisfaction with the program's administration and impact. In regards to the Quick Grant program's goals, 94% rated their grant activity as "excellent" or "good" in meeting professional development needs and expectations.

“Thank you to the Creative Capacity Fund for awarding me this Quick Grant. [My professional development experience] was revelatory and revolutionary in my practice. Not only am I able to put my new skills to work immediately but I am also able to share them with my collaborators. This means you have helped increase the professionalism of an entire group of artists through a single grant.”

Maira Leigh, Performing Artist, San Francisco, Awarded February 2012



NextGen Arts Leadership Initiative

NextGen Arts Leadership Initiative was initially funded as a three-year project by The James Irvine Foundation and The William and Flora Hewlett Foundation from 2010-2012, and has supported work in three areas: 1) NextGen Professional Development Grants; 2) Innovation Grants for arts organizations; and, 3) Convening activities for emerging arts leaders statewide.

- **NextGen Professional Development**

Grants provided funding up to \$1,000 to individual California emerging arts leaders for professional development.

In FY12, 104 next generation arts leaders in California received grants totaling \$88,468 to pursue proposed professional development activities. Grantees explored a variety of enriching projects to support their professional development in pioneering ways, ranging from shadowing senior staff to participation at national arts conferences.

- **Innovation Grants** totaling \$60,000 were awarded to seven diverse California arts organizations for capacity building projects to nurture their NextGen leaders through innovative professional development programming and practices. These projects included the following:

Balboa Park Cultural Partnership (San Diego) Created a system to integrate next generation arts leaders into a range of on-going high-level planning sessions, Park-wide Task Forces, Park-related advisory teams, and specialized trainings including planning for the 2015 Centennial of the 1915 Panama-California Exposition held in Balboa Park, “The Balboa Park Experience: Planning for Impact.”

Grant & Funding Programs (*continued*)

California Presenters (Sacramento)

California Presenters' Mentorship Program consisted of year-long, intensive one-on-one mentorships, that pair five promising "next generation" leaders, with five mentors who have established themselves as well-respected leaders in the field.

Cornerstone Theater Company (Teatro Jornalero Sin Fronteras) (Los Angeles)

NextGen Cornerstone staff were able to: 1) participate as a group in 10 Master Classes utilizing the expertise of leaders within the company and the Los Angeles arts and culture community, and 2) have individual immersions into the inner-workings of arts organizations, locally or nationwide.

Headlands Center for the Arts (Sausalito)

Implemented a Mentorship Program for employees and an employee-driven Cultural Participation Program featuring field trips to other arts organizations and cultural programs; dedicated employee studio space on campus to support its employees in their own creative practices; and, facilitated staff services to improve intergenerational communication and collaboration among all staff.

Ink People, Inc. (Eureka)

Executive Director, Libby Maynard, worked closely with consultant Roger James of GelinasJames, Inc. and 16 Humboldt County emerging arts leaders to develop the Circle of Emerging Leaders (CEL) to plan and implement a website to support communication and access to resources for NextGen Arts leaders and the 'Ascend: A Summit for Emerging Arts Leaders.'

Khmer Arts Academy (Long Beach)

Conducted a learning retreat in Cambodia for three next-generation organizational leaders which included dance and cultural related activities including participation in rehearsals of the Khmer Arts Ensemble; intensive training for dance teachers; workshops in dance costuming and classical dance singing; an introduction to the Khmer Arts Archive; and, the receipt of books on classical dance ritual and technique.

Yerba Buena Center for the Arts (San Francisco)

Implemented its premiere YBCA Leadership Semester: a six-month program that engaged both YBCA's next generation staff, and YBCA's 15-person senior leadership team. The central curriculum included a 2.5-hour nextgen group leadership training sessions led by consultant Barbara Miller; mentorships pairing NextGen staff with YBCA senior staff members; job shadowing; and, a lunchtime speaker series.

- **NextGen Convenings** of statewide representatives from Emerging Arts Professional groups in San Francisco, San Jose, Los Angeles and San Diego were convened by CCI twice in FY12 – in San Francisco and Los Angeles, respectively – as part of a three-year series of semi-annual meetings . The purpose of these meetings was to provide an opportunity for shared learning and information exchange to help ensure connectivity between fledgling efforts to organize NextGen leaders across the state.

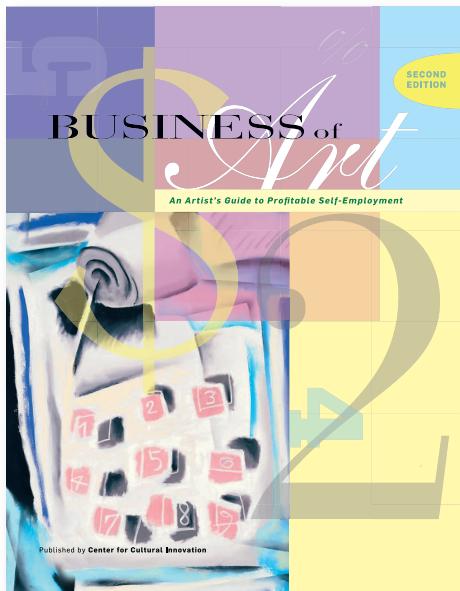
Training & Professional Development

CCI's professional development program provides artists with important resources, tools and key fundamentals as they continue to navigate the challenges of both producing work and managing their art practice. Over 10,000 artists throughout California have benefitted from our on-going training and networking opportunities.

Professional development program highlights for 2012 include:

- **Publication of the 2nd edition of *Business of Art: An Artist's Guide to Profitable Self-Employment*.**

Published in January 2012, the 2nd edition of the ***Business of Art: An Artist's Guide to Profitable Self-Employment*** was funded by Leveraging Investments in Creativity (LINC), the Los Angeles Department of Cultural Affairs and the California Community Foundation.



Praised by leading arts policy makers such as Samuel Hoi, President, Otis College of Art and Design, and dancer Liz Lerman of the Liz Lerman Dance Exchange, the 2nd edition is considered "essential reading" for artists and creative entrepreneurs at all levels.

In addition to serving as the textbook for our ***Business of Art*** workshop series, the book is also available for purchase on the CCI website. Several organizations have purchased the book in large quantities including The Six Points Fellowship, The San Diego Community Foundation and The Foundation Center. Artists' response to the publication has also been quite positive. ARC

grantee and Business of Art graduate, composer Christopher Anderson-Bazzoli said,

"After working through "The Business of Art" textbook, I have a much more thorough grasp of my audience and how to reach them. I found that it distilled a lot of concepts I had been wrestling with over the years into a very down-to-earth "how to" book. The sections on marketing and fundraising in particular encouraged me to explore new areas of outreach. Like many creative artists I had always been timid about taking charge of my own promotion. "The Business of Art" gave me a very practical path to do just that."

- **Development and launch of pilot Alumni Center**

The ***Business of Art Alumni Center*** is a new pilot program designed to help CCI artists advance their careers beyond their ***Business of Art*** experience. The goal of the Alumni Center is to help ***Business of Art*** graduates capture the energy and momentum of their classroom experience and move their learning to the next level.

Eligibility for the pilot program was limited to the 2012 Los Angeles Business of Art graduates and one third of the students participated. Artists were matched with coaches in mid-June and projects are on schedule to be completed in October 2012.

Training & Professional Development *(continued)*



- **Professional Development partnership with The Six Points Fellowship**

CCI partnered with The Six Points Fellowship in Los Angeles to provide professional development training to their nine emerging artist fellows. Workshops focusing on Legal Issues, Marketing, Negotiating Strategies and Fundraising were scheduled for the first half of 2012. Additional topics are slated for FY13.

- **Artist's Mini Town Hall, Los Angeles**

On June 9, 2012 over 200 Los Angeles area artists gathered for a "Mini Town Hall" at the Japanese American Cultural and Community Center/Theatre in Little Tokyo. Sponsored by both CCI and the Los Angeles Department of Cultural Affairs, the morning session kicked off

with two important sessions "**Investing in Creativity: How Far Have We Come? – A Funder Conversation**" and "**Funding Resources for Los Angeles Artists.**" Afterwards, attendees had the opportunity to visit eight different resource tables to gather more specific information on funding opportunities and other concerns.

“CCI’s professional development program has provided high quality and rigorous training to the emerging artists we work with. CCI is an excellent partner, and I would highly recommend CCI to artists, institutions and communities that want to help artists succeed. CCI understands the 21st century arts and culture landscape. The staff and trainers at CCI have decades of experience, understand the need for dynamic workshops, and deliver high quality content.”

Josh Feldman, Associate Director,
Six Points Fellowship, Los Angeles



Other significant highlights of the last year include:

- CCI provided a total of 110 hours of direct professional development training to artists throughout California. A total of 35 workshops were produced throughout California during FY12 attended by over 1,000 people.
- Our signature program **Business of Art** was presented to 21 Los Angeles based artists in the spring of 2012.
- We continue to offer subject-specific classes in Los Angeles and San Francisco. Topics include Strategic Planning, Tax Tips, Marketing and Social Media. New workshop topics introduced in FY12 include Negotiation Strategies and Branding.
- For the 3rd year, we developed a professional development program in collaboration with the California Community Foundation to support the Foundation's Fellowship for Visual Artists program. The 2011-2012 Fellows (eight emerging artists and 12 mid-career artists) participated in a special **Business of Art** retreat at the UCLA Conference Center in Lake Arrowhead in November 2011.
- CCI continued to participate in the quarterly Arts Tune Up programs sponsored by the Los Angeles County Arts Commission where over 300 artists and arts administrators participated in technical assistance training sessions. Arts Tune Ups were held in Eagle Rock and Santa Clarita.

Communications

This year saw the culmination of CCI's redesigned website which we initiated in 2011. With a website development grant from the Taproot Foundation, CCI was able to develop a more artist-friendly, contemporary website which we launched in February 2012. Combined with a new back-end system that offers increased functionalities and better data management, we are now able to offer a much better user experience to our artist constituency.

The screenshot shows the original website design, characterized by a dark header and footer with white text. The main content area features several large images of artists in various settings. Navigation links include "HOME", "CONTACTS", "DONATE", and "ARTIST". A prominent "PROJECT INCUBATOR" section is visible on the right side of the page.

The screenshot shows the redesigned website, featuring a clean, modern design with a light orange background. The navigation bar at the top includes "HOME", "CONTACTS", "DONATE", and "ARTIST". The "PROJECT INCUBATOR" section is now a central feature, displaying a circular diagram with "Innovative Solutions", "Project Incubator", and "Artist Research" components. Below this, there are sections for "INNOVATIVE SOLUTIONS", "PROJECT INCUBATOR", and "ARTIST RESEARCH", each with sub-sections and images. The overall layout is more organized and visually appealing than the 2011 version.

This screenshot shows another section of the 2012 website. It features a large image of a woman smiling, likely an artist. The page includes sections for "NEXT GEN GRANTEES", "BOA", "Publications", and "Resource Directory". The "BOA" section highlights the "Benefit Opportunities for Artists" program. The "Publications" section features a thumbnail of a book or document. The "Resource Directory" section includes a "Publications" link. The overall design remains consistent with the 2012 theme, using the same light orange color scheme and clean layout.

Administration & Finances

Center for Cultural Innovation continued its pattern of well-managed growth in FY12, with income of \$1,713,080 received against program and operating expenses totaling \$1,251,373.

For further information on CCI's audited financial statements for FY12, 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 and government agencies that supported its programs and operations in 2012:

Arts Council for Long Beach
California Community Foundation
City of Los Angeles, Department of Cultural Affairs
City of San José, Office of Cultural Affairs
The Fleishhacker Foundation
The James Irvine Foundation
Leveraging Investments in Creativity
The Lia Fund
Los Angeles County Arts Commission
San Francisco Arts Commission
The San Francisco Foundation
San Francisco Grants for the Arts/
 Hotel Tax Fund
Six Points Fellowship
The Walter & Elise Haas Fund
The William and Flora Hewlett Foundation

CCI would also like to thank the following individuals for their generous contributions in 2012:

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Mari Riddle
Analia Saban
Allison Sampson
Susan Silton
Koji Takei
Kristina Wong

Administration & Finances *(continued)*

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		Judith Luther Wilder <i>President, ALW & Associates</i>