

Project Narrative: Strategic planning for a Science, Technology, and Art (STArt) Incubator

- a. **Budget.** The City of Lawrence, in partnership with the Lawrence Arts Center (LAC), seeks an *Our Town* grant of \$50,000 to conduct strategic and business planning for the Science, Technology, and Art (STArt) Incubator. The STArt partners propose over \$78,000 in matching funds. Matching funds include a cash match of \$23,000 in building rental contributed by a local businessman and artist; over \$50,000 in volunteer labor, \$3,000 in non-Federally funded graduate student time; and donated travel expenses. Our sustainability strategy is to leverage the NEA funds to develop a strategic plan to ensure effective processes and robust outcomes and to prepare for start-up and launch. Future funding will come from grants (NEH and NSF), fees from incubator members, and fund-raising events. Ultimately, we will develop stable funding sources by achieving and documenting tangible community benefits and community livability, diversity, and economic development outcomes.
- b. **Major project activities.** The purpose of this project is to develop a strategic and business plan for implementing the vision of a community-based Science, Technology, and Art (STArt) Incubator that will become a regional center fostering and supporting innovation, creativity, and entrepreneurship. Our aim is to encourage collaboration among scientists, artists, craftspeople, designers, and engineers; provide an incubator which includes a space designed solely for creative problem-solving and goal-seeking; and help bring together diverse groups and individuals in a joint process of creating value and nurturing new businesses. We will provide business training, mentoring strategies developed specifically for creative individuals, shared facilities, studios and gallery space in vacant retail and industrial space; and leverage the arts to improve the livability and economy of Lawrence and the region.

We will plan, implement and operate the STArt Incubator under the governance of the broadest possible spectrum of arts, educational, cultural, business and civic organizations, and use the governance process to improve networking and sharing of resources and expertise throughout the community. The STArt Incubator will be improved in partnership with University of Kansas (KU) researchers trained to monitor, measure, and share results of their research.

The initial incubator location will be at 506 E. 23d Street, Lawrence, KS. However, activities will take place in locations as diverse as the Lawrence Arts Center, on campus at KU, in K-12 classrooms, theatres, and in venues convenient to underserved populations, including vacant retail and commercial space throughout the city.

Planning activities will include collaborations among stakeholders to define incubator requirements for arts and technology incubator services; building partnerships; defining the vision, mission, and goals; and developing a sustainable governance process for the STArt Incubator program as it relates to the Lawrence arts community. We will define community public policy changes needed to improve access to the arts, develop a program to obtain vacant space for art studio use, and create communications and marketing materials.

Project partners include the former Director of Program and seven-year board member of the internationally recognized Arts Incubator of Kansas City; team members with extensive experience in strategic, business, and arts planning; designers, artists, and business people; and University of Kansas faculty members, including a psychologist who specializes in the career development of creative people. The team has defined planning objectives and activities based on best practices as outlined in the NEA Planning Toolkit, with additions designed to meet community needs.

Strategic planning will include the following activities:

1. Initiate planning by sharing the vision of STArt with major stakeholders in order to further enhance the vision through their suggestions, reviewing previous incubator plans and studies, defining strategic planning roles and responsibilities, refining the planning process, and finalizing the project plan.
2. Determine STArt Incubator requirements through needs assessment instruments, interviews, and public meetings.
3. Conduct a community/organizational assessment using focus group meetings, SWOT assessments, and surveys.
4. Develop an arts governance plan for the Lawrence community, including the STArt Incubator, in partnership with the leaders of community arts and other organizations.
5. Develop Vision, Mission, and Goals for the STArt Incubator.
6. Create a public/community relations, marketing, and communications plan.
7. Define STArt incubator services.
8. Develop recommendations on public policies to support community needs.
9. Define Target Outcomes and Performance Metrics, and collect baseline data.
10. Develop and document Five Year Roadmap showing planned phased growth and strategic plan components, including education, financial and fundraising, staffing, management, marketing, communications, information technology, and facilities plans.
11. Develop Next Milestone Plan and prepare to implement.

- c. **Outcome(s) and Measurements.** STArt will support the outcome of *Livability: Strengthening communities through the arts* by providing workspaces for innovators and artists, business planning, and mentoring and coaching strategies designed for the unique needs of creative people; using vacant retail and commercial spaces for creative purposes; and increasing creative collaboration between and among governmental, cultural, and business organizations and individuals.

Our objectives are to improve the vitality and livability of the community of Lawrence Kansas and surrounding region; give the community a regional, and national identity as a hub of creativity and innovation; and improve the quality of life, standard of living, and local economy by cultivating the development of local creative industries and increasing sales of art and retention of retail dollars in the community. Working with the Lawrence arts and business communities and KU researchers, we will define community livability outcome metrics and obtain baseline measurements prior to implementation of the incubator, and

establish a program for measurement in future years to determine the impact of the STArt Incubator.

Researchers will use new methodologies from economic, geographic, and social network analysis to document the birth and growth of creative “nodes” and the spread of “epidemics” of innovation. Outcome measures to be considered include creative enterprises, creative events cultural assets, creative and total employment, participation in creative events, resident artists, increases in innovator career engagement, quantitative and qualitative measures of impact on attendees/audiences/learners, retail sales tax receipts, business permits, population inflow/outflow, crime rates (decrease/increase, types of crimes), property values, and perceptions/attitudes toward art, technology, and the quality of life in Lawrence.

- d. **Schedule.** Q1: Form planning team holds planning sessions with art organizations and others to define STArt requirements. Define governance process. Work with KU and community stake holders to gain support and services, and pursue grants and other funding opportunities. Develop marketing and communications plans and materials. Develop organizational vision, mission, goals, services, outcomes, and metrics. Incorporate the STArt organization as a 501(c)3. Develop financial plan and initiate fund raising. Q2: Develop the service catalog. Develop IT services, management, staffing, and training plans, develop policies, procedures, agreements with other organizations, and facility plans. Develop Next Milestone Plan and prepare to implement.
- e. **Partners, key organizations, individuals.** Nineteen organizations and individuals have committed contributions of time, expertise, a building, and other resources to this project. Partners include the Lawrence Cultural Arts Commission (City of Lawrence), Lawrence Art Center; Downtown Lawrence Arts District, Spencer Museum of Art; Accessible Arts, Inc., Van Go, Inc., Art Tougeau, University of Kansas faculty and administrators in Art, Design, Theatre, Education, Psychology, Business (Center for Entrepreneurship); several business owners, and artists. A full list of committed partners is included in Attachment 9, the Programmatic Activities List.
- f. **Target community.** STArt will begin by providing services for Lawrence-based artists and innovators working at the interface of art, science, and technology and artists with plans for new businesses. Since any local resident could be a member, the target community is at least 116,300 people (2009 US Census).
- g. **NEPA and NHPA.** NEPA and NHPA will not affect the project, as the incubator facility is an existing building and no significant changes are planned.
- h. **Plans for promoting, publicizing, and/or disseminating.** We will use state of the art internet tools, including social media, to communicate internally and externally about plans, meetings, and project activities. In addition, we will use visually compelling arts/technology installations strategically placed at the incubator and public meetings including robotics art, light arrays, and molten metal fountains created by STArt team members.
- i. **Plans for documenting, evaluating, and disseminating the project results.** See Outcomes and Measurements section above. Results documented will be disseminated in reports, presentations, and via on-line media.
- j. **Evidence of impacts achieved to date.** Not applicable, this is a new project.
- k. **Mayors' Institute on City Design 25th Anniversary Initiative grant.** Not Applicable.

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Attachment 5 – Biographies of Key Project Personnel

David Allen is a designer and entrepreneur recognized for energetic innovation leadership, intuitive design sensibility and effective execution from over twenty years successfully orchestrating the ideation, development, production and delivery of a diverse array of differentiated new product solutions in consumer and technology industries. David also teaches Industrial Design and Senior Thesis, a student incubator at the University of Kansas as an adjunct lecturer.

Ruthann Atchley is Associate Professor and Chair of the Psychology Department, with scholarly emphases in both cognitive and clinical psychology. She conducts both psycho-physiological and behavioral research designed to test neurolinguistic and verbal creativity theories. Clinical extensions of her research may include the understanding of attention and mood disorders in creative individuals through EEG and brain imaging and the application of neurofeedback to treatment.

Tim Forcade has over 40 years of experience as an artist and designer focusing on art and technology. He has participated in the evolution of computer graphics as a skilled user, author, software development team member and consultant. His company, Forcade Associates, has provided design and graphics services to a national/international client base for over 30 years.

Michelle Heffner Hayes joined the faculty of the Dance Division at KU in the Fall of 2006. The Executive Director of Cultural Affairs at Miami Dade College from 1999-2006, she curated and managed a multidisciplinary performance and commissioning series devoted to contemporary and culturally specific work that is reflective of Miami's multi-ethnic community. In over 15 years of experience as a performing arts administrator, she has been involved in creating new models for national arts education and audience development, as well as infrastructure development for international cultural exchange. She has served on numerous national and international funding panels. She served for six years as a Board Member of Dance/USA, the national service organization for professional dance. Her book *Flamenco: Conflicting Histories of the Dance* was published by McFarland in 2009. Hayes received a 2009 Kansas Arts Commission Mid-Career Artist Fellowship from the Kansas Arts Commission.

Eric D. Kirkendall has over 25 years' experience in strategic and business planning, Information Technology management, program management, and project management. He has worked for the University of Kansas, Sprint, NASA, and other Federal agencies. He has extensive experience as a community organizer, focusing on environmental and development issues. He is owner of Whirled Art, which represents and promotes artists. He is a sponsor and the organizer of the Lawrence Art Party, a monthly Final Friday Lawrence event, which combines visual and performing arts, is hosted in vacant retail space, and showcases the work of over 25 artists every month.

Barbara Kerr is Distinguished Professor of Counseling Psychology and founder of the Counseling Laboratory for the Exploration of Optimal States (CLEOS) in the School of Education. She has established similar laboratories at University of Nebraska, University of

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Iowa, and Arizona State University. She has received fifteen years of funding from the National Science Foundation for her research on the development of STEM talent in girls and women, and has served as a counselor/researcher for creative people at the Iowa Writers Workshop and the Frank Lloyd Wright School of Architecture, and most patented US inventors. She wrote the best-selling *Smart Girls; Smart Boys; Counseling Gifted and Talented*, edited *The Encyclopedia of Giftedness, Creativity, and Talent*, and published over one hundred papers on creativity, talent development, and gender and diversity.

Mark Landau is an Assistant Professor who joined the Psychology Department at the University of Kansas after receiving his degree from the University of Arizona. He is currently pursuing two lines of research within the fields of social and cognitive psychology, one focusing on the cognitive mechanisms through which people make meaningful sense of themselves and their social world, and the second on the psychological roots of human motivation.

Wally Meyer developed classic business skills in senior marketing management capacities at the Gillette Company, Nabisco-Brands and Sprint and then leveraged that foundation by starting or growing his own companies in the information technology, plastic injection molding and market research industries. Wally joined the Business School faculty to teach and start the entrepreneurship program at KU in 2005, which has since been expanded to include courses and degrees in entrepreneurship for business and non-business students as well as start the KU Center for Entrepreneurship, which is funded by alumni and a grant from the US Department of Commerce.

George F. Paley is a real estate investor over 20 years of experience as a retailer in Lawrence, Kansas. He is a member of the board of the Lawrence, Kansas Chamber of Commerce and the Downtown (Lawrence) Arts District, as well as an award-winning sculptor. He served for three years on the Friends Board of the Spencer Museum of Art, and on the Kansas International Board. He is a board member and President of Downtown Lawrence (DLI).

Jane Pennington is the founder of the Downtown Lawrence Arts District and the Lawrence Final Fridays Gallery Walk, as well as a member of the Lawrence Cultural Arts Commission. She has worked in non-profit management, fundraising, grant writing and board development for over 25 years and still finds time to exercise her creative muscles designing costumes for Theatre Lawrence.

Saralyn Reece-Hardy is Director of the Spencer Museum of Art. Except for a three-year appointment at the National Endowment for the Arts from 1999 to 2002, Hardy led the nationally known Salina Art Center since 1986, overseeing the growth of the center from a small community gallery to a contemporary art center which attracts more than 40,000 visitors annually. The Spencer Museum of Art (SMA) stands as a strong partner for research collaborations across the arts, science, business, medicine and technology. The staff of the SMA has a solid record of research in its many forms: publishing, conceiving and realizing exhibitions, international artist residencies, organizing symposia, creative design and initiating multidisciplinary events. An emphasis upon making our resources available to the many

| City of Lawrence, 6 E. 6th Street, Lawrence KS 66044 (Point of contact is at same address)|
| Diane Stoddard, Assistant City Manager, 785-832-3400, email dstoddard@lawrenceks.org|

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disciplines at KU and to wider communities drives much of the Spencer Museum's vigorous activity as a cross-disciplinary research center.

Beth Sarver is an artist and Program Manager for Accessible Arts, Inc., which brings the arts to disabled individuals and encourages them toward integration of arts in career and business projects. She has developed programs for the Kansas School for the Blind that encourage life skills through sculpture.

Susan Tate is Director of the Lawrence Arts Center, and is co-sponsor of the Our Town NEA proposal for an Arts Incubator. Established in 1975, the Lawrence Arts Center is a community-based nonprofit arts organization whose work involves extensive collaboration with artists, businesses, art collectives, schools, and a wide representation of departments at the University of Kansas. Performance and exhibitions programs at the Arts Center work in concert to support interdisciplinary approaches to a fully articulated arts education for preschoolers through adults. Science and creativity naturally intersect in our visual arts, theater, and dance studios. Films series, lectures, artist residencies, workshops, exhibitions, and a robust creative community make the Lawrence Arts Center a vigorous partner in innovative projects supporting the arts and artists.

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Attachment 9: Programmatic Activities List

This *Our Town* grant proposal resulted from the collaboration of nineteen partner organizations, artists, and other individuals, listed in the table below. Commitment letters for all partners are included with this proposal, as are letters of support from other artists and community members.

Our partners are diverse, talented, committed, and represent many constituencies. Partners include the City of Lawrence, five non-profit cultural organizations, leading researchers and teachers from several University of Kansas programs, businessmen, and artists.

We are united in our conviction that the Science, Technology, and Art (STArt) Incubator is not merely revitalizing but *transformative*.

The drive to develop the STArt Incubator has sparked excitement, innovation, creativity, new partnerships and relationships – and has the power to change the Lawrence community in very positive ways. The STArt Incubator will provide business training and mentoring for artists, designers, and other creative, innovative people; and increase collaboration, networking, resource sharing between and among the creative organizations in the city. Over time, we expect it to help creative people stay in the community and make a living. We hope to attract new creative businesses, increase jobs and retail sales, and improve the livability of Lawrence and the surrounding region.

The nineteen partners on this team have the experience and skills to succeed in this endeavor, and have made the commitments necessary to make it happen. A few examples are listed below. More information can be found in the letters of commitment and resumes included with this grant proposal.

- The Lawrence Art Center is the nonprofit grant applicant partner. The Lawrence Art Center will be a key participant in the planning process, and provide facilities to support this project and the STArt Incubator in the future. Executive Director Susan Tate has been instrumental in the development of several successful arts organizations, and will help guide the STArt Incubator.
- John Hachmeister, KU professor of sculpture, was a member of the board of directors and Director of Program of the internationally known Arts Incubator of Kansas City for seven years, and has founded very successful arts organizations. He has committed a month of full time work to this project. Additionally, as part of their research work, graduate and undergraduate students will be involved in the initiative as unpaid interns.

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- The Spencer Museum of Art, one of the finest art institutions in the State, will assist with the STArt planning effort, and provide programs and services to support the STArt Incubator.
- Wallace Meyers, Director of the KU Center for Entrepreneurship, is an experienced Fortune 500 executive, and has extensive experience developing and launching new businesses. He has committed support by Center staff to help us form a sustainable organization.
- Barbara Kerr, Distinguished Professor, Psychology and Research in Education, specializes in career development for creative people, and has counseled artists for many years. She has committed a month of her time to help us create our career development program, and support by her doctoral student interns, who have already done excellent work in support of STArt Incubator development activities.
- Ruth Ann Atchley, Chair of the KU Psychology Department, is a neuroscience researcher who will work to understand how the mind and brain support creativity and innovation. She has pledged a full month of her time, and support by one or more of her graduate students, who will work with the STArt Incubator as part of their graduate training.
- George Paley, a very successful businessman and sculptor, donated the use of a commercial building as the STArt Headquarters, as well as 120 hours of participation in planning activities.
- Tim Forcade and David Allen are design professionals with their own businesses. Tim has extensive experience as an artist working on the leading edge of art and technology, and has consulted for such Fortune 500 companies as Microsoft on design and technology. David Allen specializes in new product development for startup and existing businesses, and has done groundbreaking design work on innovation and creativity. Both are committed to helping us plan and launch the STArt Incubator.
- Eric Kirkendall is an IT manager with over 25 years of experience in strategic and business planning, managing large projects, and implementing new programs for organizations as diverse as NASA and Sprint. Eric owns a company that represents and promotes artists and artistic events. He will be the director of this planning project, and is retiring from his IT job in order to free his time for this project.

The capabilities and commitments of the nineteen STArt Partners are summarized in the following table, and described in more detail in the Letters of Commitment and biographies included with this application.

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Committed Partner	Description of Participation
City of Lawrence	Grant applicant. Grant Administration and participation in the planning project
Lawrence Art Center, 501(c)(3), Susan Tate	Grant applicant 501(c)(3) partner, participation in the planning project, and use of building space
Art Tougeau, 501(c)(3), Pat Slimmer	Participation in the planning project
Van Go, 501(c)(3), Lynne Green, Executive Director	Participation in the planning project
Downtown Lawrence Arts District 501(c)(3), Jane Pennington	Participation in the planning project
Accessible Arts, Inc/ VSA of Kansas 501(c)(3), Beth Sarver	72-120 hours support in accessibility, strategic planning, program design and systems development, and participation on the advisory board
Distinguished Professor Barbara Kerr, KU Dept of Education	1 month participation in the planning project, \$3000 in non-Federally funded graduate student support. Additional graduate student support in working with artists to define incubator requirements
Professor John Hachmeister, Department of Visual Arts	1 month participation in the planning project, sharing expertise on arts incubators
Professor Ruthann Atchley, Chair, KU Department of Psychology	1 month participation in the planning project
Professor Michelle Hayes, KU Department of Theatre	20 hrs participation in the planning project
Professor Mark Landeau, KU Department of Psychology	1 month research
George Paley, Paley Properties (owner)	120 hours participation in the planning process, and donation of use of a commercial building
Tim Forcade, Forcade Associates (owner)	Participation in the planning project
David Allen, Linchpin (owner)	Participation in the planning project, sharing expertise on designing for creativity and innovation.
Eric Kirkendall, Whirled Art (owner)	Project director, donation of travel expenses
Professor Mechele Leon, KU University Theatre	Advisory and consulting assistance, development of a service based study project for students, and use of theatre facilities
Wallace Meyer, Director, KU Center for Entrepreneurship	Faculty expertise, student manpower
Spencer Museum of Art, Saralyn Reese Hardy, Director	Participation in the planning process, programs and services to support the STArt Incubator
Lee Piechocki, artist	Participation in the planning process