



Cohort Application Guide

Artspace Consulting and Programs

For over 40 years, Artspace’s mission has been to create, foster, and preserve affordable and sustainable spaces for artists and arts and cultural organizations. Through our programs and consulting work, we partner with organizations and municipalities to help plan the spaces they need to deliver programs and services to their communities. We combine the tools of real estate with an understanding of the creative sector to provide technical assistance, training, and coaching services around a variety of space issues for the benefit of the creative sector. Our goal is to work with our clients so that they can create spaces that are sustainable, appropriate, affordable, and equitable.

The influence that First Peoples Fund and Lakota Funds have had on Artspace has been instrumental in its work with diverse Native American organizations and Native communities looking for assistance with their space goals. Artspace recognizes First Peoples Fund and Lakota Funds as thought leaders in creating social and economic change by putting artists and culture bearers at the center of community development. It is with deep gratitude to First Peoples Fund and Lakota Funds that Artspace has been welcomed into this inspiring work in honoring the Collective Spirit© of the First Peoples of this nation.

Program Cohort Overview

Artspace’s **Pathways: A Native Space Initiative (Pathways)** is a pilot program launched in 2022. The program is designed to build the capacity to enable more Native American artists and arts organizations to access and develop art and cultural space in their communities. Artspace defines an “Art and Cultural Space” as an existing infrastructure or site from which to launch a vision for future development, and that serves as an important form of infrastructure within Native communities that fosters a thriving artistic environment conducive to creative practice. Art and Cultural Spaces are supported by an existing base of artists and culture bearers dedicated to preserving and shaping artistic practices.

The Pathways Program aims to help advance arts and cultural spaces in Native American communities—which serve as an important infrastructure to sustain Indigenous artistic and cultural heritage—by sharing Artspace’s more than 40 years of expertise as a real estate developer for the creative sector. Artspace has developed a pilot program that integrates our experience in real estate development, financing, fundraising, and facilities management. Artspace will work with a cohort of selected Native American communities to develop and implement strategies that leverage existing cultural and creative assets and support the development and sustainability of arts and cultural spaces.

Cohort Structure

Artspace has designed a call for applications for the Pathways program with specific criteria to establish program participation eligibility. Artspace staff and program partners will review all applications to select program participants. A series of follow-up interviews with applicants who meet the application criteria will be conducted by Artspace program staff. Through this process, we aim to invite a cohort of 10 Native arts and cultural organizations (each made up of 2–3 members of the organization or community) to participate in the Pathways program. The 12-month cohort-based program will be conducted and hosted virtually on the Howspace platform. Instruction and facilitation for ease of use on the Howspace platform will be provided as part of the program. The Pathways program curriculum will include monthly sessions featuring experts in the areas related to the curriculum; individualized technical assistance from Artspace staff and local consultants on a wide range of topics; one-on-one consultation; peer exchanges and review; and cross-cohort learning interactions. At the program's conclusion, each cohort organization that completes all program work receives a planning stipend of \$4,000.

Organization Eligibility Primary Criteria

To be eligible for the Pathways Program, Native American arts or cultural organizations must:

- Be within one of the following locations: Alaska, Arizona, British Columbia, Idaho, Minnesota, Montana, New Mexico, North Dakota, Oregon, Southern California, South Dakota, Washington, or Wisconsin; and
- Have programming and a dedicated budget to support Native arts and culture; and
- Have been providing arts and cultural programming for at least three years.

Pathways Cohort Work Description

Development And Planning Tools Workshops: Focus on learning concepts, delivering tools, and small group work. Each workshop covers one of the seven elements of space planning presentations, features small group breakouts, and allows for project updates.

Panel Discussions: Focus on building a network from within the cohort and throughout the local real estate-related industries, national Native project presentations, discussions, and panels with local real estate professionals.

Within the Pathways workshops and panel discussion, there will be a focus on project management, self-assessment, and goal setting. Racial justice in real estate is a topic also highlighted throughout the program.

Individualized Support

Technical Assistance is available by scheduling sessions with Artspace staff and program liaisons throughout the year. Common examples include technology training for Zoom and Howspace, creating draft capital and operating budgets, introductions to local and national resources, and reviewing leases and other agreements.

One on One coaching sessions every other month (with additional calls as requested).

Homework is assigned throughout the program to help advance the groups' internal planning discussions between sessions. Artspace provides feedback and suggests the next steps.

Planning Stipends of \$4,000 will be provided to each group that completes the program by achieving the expectations of cohort members in advancing their space initiative.

Expectations of Cohort Members

- Your organization has access to the internet, computer, and mobile capability, as well as personnel experience, to participate fully in a monthly 12-month virtual cohort.
- Team members (at least one of the three members) attends all monthly Workshops and Panels (2-3 hours monthly)
- Team completes homework assignment and come prepared for one-on-one sessions (2-3 hours a month)
- Ongoing developmental evaluation check-ins with the leadership team and program staff through interviews, surveys, and reports.

Pathways Cohort Timeline

Dates	Workshops	One-on-Ones
Dec. 2022	Kick-Off/Orientation	Capacity Assessment
Jan. 2023	Session 1 Project Management	Coaching & Consulting
Feb.	Established Art and Cultural Spaces Panel	
March	Session 2 Community Stakeholders & Partners	Coaching & Consulting
April	Session 3 Project Concept	
May	Session 4 Location	Coaching & Consulting
June	Design & Construction Panel	Midway Eva. & Report
July	Session 5 Cost Analysis	Coaching & Consulting
Aug.	National Art and Cultural Intermediaries Panel	
Sept.	Session 6 Communication	Coaching & Consulting
Oct.	Session 7 Raising Capital and Fundraising	
Nov.	Communications and Capital Campaigns Panel	Coaching & Consulting
Nov. 2023	Wrap up Project	Final Eva. & Report

**Details to be presented in Participant Agreement*

What the Participants Receive:

- A year of professional development training and capacity-building workshops
- Average of 15-20 hours of one on one coaching and technical assistance
- Relationships of Native arts and culture leaders with established trust, peer-support, and shared goals that are all navigating similar challenges
- Comprehensive planning tools and templates, paired with the time and guidance to start implementing them
- Introductions to real estate and other professionals throughout the country
- Opportunities to practice their pitch (verbal and written)

At the End of the Cohort, Participants will be Prepared to:

- Develop a space plan with cultural influence centered on cultural values
- Describe the team needed to move their project forward
- Communicate their project to stakeholders
- Make meaningful connections with real estate and other professionals
- Assess site opportunities, and make informed decisions
- Articulate the “what” “who” “why” and “how” they are planning for space
- Understand the financial realities of creating and operating space
- Anticipate and problem-solve for issues that may arise around a space project
- Describe their plan for funding the project through construction and into the operations phase.

Application Guidelines

Submitting Your Application

The online application portal opens on **Monday, September 19, 2022**. Still, all the questions on the application are available in a Word document, Pathways Application Question, downloadable at www.artspace.org/pathways. All applicants must apply through our online form after September 19, 2022, but this resource lets you start working on your responses now. The application will close on **Wednesday, November 2, 2022**, at **5 pm CST**. All written answers are to be submitted in English.

Space Project Narrative Questions

PLEASE NOTE: Our review process does not prioritize proper phrasing, language, or exact details. The priority is to provide organizations with the support they need. Please tell us about your work. Character limits are to keep proposals simple and concise.

Additional Documents

In addition to the narrative questions, the following documentation (attached as a pdf) will be requested in the application:

- Your organization's current year approved organizational budget (upload pdf file)
- If your organization has a board, list your board members and their affiliations (upload pdf file)
- List of your organization's staff and their titles/roles (upload pdf file)

Application Assistance Days (Optional)

There will be two optional application walkthrough days to help applicants through the application process. The following two dates have been set aside for providing assistance during 30-minute appointments, but a session is not required to apply. Register at www.artspace.org/pathways

- Application Assistance Day: September 27, 8:30 am - 5:00 pm CST.
- Application Assistance Day: September 28, 8:30 am - 5:00 pm CST.

Application Review Process

The Selection Committee will consist of Artspace staff, Program Liaisons, and Advisory Group to review, score, interview, and select cohort members. The first round of reviews and scoring will be based on applications. The second round will consist of interviews with the top 12-15 scoring applicants.

Save the Date: Interviews

If your organization is selected to move to the second round, you will be invited to a 30-minute interview with members of the Selection Committee. If you're selected for the next round, you will be contacted by November 8, 2022. We ask you to hold at least three of these dates and times on your calendars for a potential interview:

- Morning or afternoon of Nov 16, 2022
- Morning or afternoon of Nov 17, 2022
- Morning or afternoon of Nov 18, 2022

Important Application Dates

Application Open:	Sep 19, 2022
Information Webinar:	Sep 19, 2022
Application Assistance Day:	Sep 27, 2022 Sep 28, 2022
Application Due:	Nov 2, 2022
Finalist Contacted to Schedule Interview:	Nov 8, 2022
Interviews Held:	Nov 16, 2022 Nov 17, 2022 Nov 18, 2022
Acceptance Announced:	Nov 22, 2022
Self-Assessment & Participant Agreement Signed:	Dec 2, 2022
Howspace and Zoom Tutorial Optional	Dec 5, 2022
Pathways Cohort Orientation:	Dec 8, 2022

Key Contacts

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