



## 2021 Survey of Arts Incubators

- A component of the University of Texas at San Antonio (UTSA) [Arts Incubation Research Lab](#)
- Supported by the [National Endowment for the Arts Research Labs](#)
- Survey conducted by [Americans for the Arts](#)
- *Note: A response is required to each question that is followed by an asterisk (\*)*
- *This survey utilizes question logic (i.e., “skipping and branching”); respondents will only be asked to answer questions that are relevant to their organization*

### BACKGROUND:

The UTSA Arts Incubation Research (AIR) Lab is studying the intersection of the *arts, entrepreneurship, and innovation* with a research agenda that intends to understand the economic potential of artists as non-conventional entrepreneurs and the impact of the digital divide upon arts-based entrepreneurs. The AIR Lab is funded by the NEA Research Labs initiative.

### DEFINITION OF AN ARTS INCUBATOR:

Arts incubators nurture small and emerging arts and culture organizations and/or individual artists by delivering *training and mentorship in business and entrepreneurial skills* in order to support artistic and creative innovation. While each is uniquely tailored to meet the needs of its community, all arts incubators provide developmental assistance to arts and culture organizations, artists, and/or creative enterprises in the early stages of development. They can be entire organizations or facilities, or they can be programs/platforms that operate under the umbrella of a larger organization (including virtual incubators). They can be nonprofit, for-profit, or government entities, or have a hybrid legal status. Sometimes arts incubators are programs operated by local arts agencies. Many arts incubators don't have "incubator" in their name, but they typically recognize their status as an incubator, are referred to by others as an incubator, and/or view themselves as eligible to seek funding meant for incubators. In addition to delivering training and mentorship in business and/or entrepreneurial skills, most arts incubators also provide one or more of the following:

- **Networking**—create opportunities to interact with others to exchange information and develop professional or social contacts
- **Facilities**—provide access to low-cost or subsidized office space and/or artistic facilities (i.e., space for creating, exhibiting, or performing art)
- **Services**—offer business services (e.g., cooperative marketing initiatives, bookkeeping, joint reception, shared office equipment)
- **Funding**—offer funding opportunities via grants, loans, and/or equity investment
- **Fiscal Sponsorship**—offer their tax-exempt status to groups engaged in activities related to their mission

**QUESTION 1:**

**Based on the definition above, which of the following is true of your organization?\***

- Its primary purpose is to serve as an arts incubator (as defined above)
- It has at least one program/component that serves as an arts incubator (as defined above)
- It offers funding that supports the delivery of and/or participation in arts incubator programming (but it does not provide programming)
- It does not provide arts incubator programming and/or funding in any capacity **(survey ends if true)**

**QUESTION 1a:**

**Briefly describe your organization's arts incubator programming. What is the name of the program(s)? Please describe below.\***

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**QUESTION 2:**

**Which of the following categories best describes your organization's legal status? If it utilizes the legal status of a parent institution or fiscal agent, answer this question by identifying the legal status of the parent institution/fiscal agent.\***

- Nonprofit (any formal not-for-profit status)
- Government agency, department, division, program, facility, or public university
- For-profit/commercial business (e.g., LLC, LLP, corporation, sub-corporation)
- Hybrid business model (L3C, social purpose corporation, benefit corporation)
- Unincorporated with no formal legal status
- Other (*brief description requested*): \_\_\_\_\_

**QUESTION 2a:**

**Is your arts incubator a program of a college/university—or is it affiliated with, or does it otherwise operate under the umbrella of, a college/university?\***

- Yes
- No

## **Background Information**

**QUESTION 3:**

**What year was your arts incubator founded/established? If the exact year is not known, provide your best estimate. Answer this question by providing the full 4-digit year (e.g., "2008").\***

Use decimals to account for part-time positions; for example, if your organization employs two full-time positions and one half-time position, enter "2.5". If an exact figure is not available, provide your best estimate.

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**QUESTION 4:**

**How many staff positions are dedicated to your arts incubator programming?\***

Use decimals to account for part-time positions; for example, if your arts incubator activities employ two full-time positions and one half-time position, enter "2.5". If an exact figure is not available, provide your best estimate.

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**QUESTION 4:**

**How many staff positions are employed by your arts incubator?\***

Use decimals to account for part-time positions; for example, if your organization employs two full-time positions and one half-time position, enter "2.5". If an exact figure is not available, provide your best estimate.

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**QUESTION 4a:**

**Is the founder (or one of the co-founders) of your arts incubator still actively involved with the organization?\***

- Yes, a founder/co-founder is still leading or directing the organization
- Yes, a founder/co-founder is on the board or otherwise provides guidance/oversight
- Yes, a founder/co-founder is actively involved in another way
- No

**QUESTION 4b:**

**Has at least one of your organization's staff members participated in a "train-the-trainer" professional development opportunity that helped shape your arts incubator programming?\***

- No
- I don't know
- Yes (if possible, provide a description of the program): \_\_\_\_\_

**QUESTION 5:**

**Is your organization's arts incubator programming designed or intended to serve organizations, individuals, or both? Check all that apply.\***

- Organizations / businesses / creative enterprises
- Individuals / artists / creative workers

**QUESTION 5a:**

**Approximately how many organizations have participated in your arts incubator programming during the past year? If an exact figure is not available, use your best estimate.\***

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**QUESTION 5b:**

Is there a selection process to identify the participating organizations, or can any organization participate in your arts incubator programming?\*

- Selection process
- Any organization can participate

**OPTIONAL**

**QUESTION 5c:**

Briefly describe the selection process used to identify organizations that will participate in your arts incubator programming. *If possible, feel free to simply copy/paste the URL to a web page that describes the selection process for organizations.*

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**QUESTION 5d:**

Approximately how many individuals have participated in your arts incubator programming during the past year? *If an exact figure is not available, use your best estimate.\**

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**QUESTION 5e:**

Which of the following categories include the ages of the individuals who participate in your arts incubator programming? *Check all that apply.\**

- |  |  |
|--|--|
| <input type="checkbox"/> Younger than 10 years old | <input type="checkbox"/> 25 to 54 years old    |
| <input type="checkbox"/> 10 to 14 years old        | <input type="checkbox"/> 55 to 74 years old    |
| <input type="checkbox"/> 15 to 19 years old        | <input type="checkbox"/> 75 years old or older |
| <input type="checkbox"/> 20 to 24 years old        |  |

**QUESTION 5f:**

Is there a selection process to identify the participating individuals, or can any individual participate in your arts incubator programming?\*

- Selection process
- Any individual can participate

**OPTIONAL**

**QUESTION 5g:**

Briefly describe the selection process used to identify individuals that will participate in your arts incubator programming. *If possible, feel free to simply copy/paste the URL to a web page that describes the selection process for individuals.*

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**QUESTION 6:**

**Is your organization's arts incubator programming designed or intended to PRIMARILY serve Black, Indigenous, Native American, Latinx, Chicanx, Arab, MENASA (Middle Eastern, North African, South Asian), Asian, Pacific Islander, or other communities of color, and/or those who celebrate the artistry or histories of a specific ethnic or cultural group?\***

While these terms do not fully encompass or represent the complicated and multi-layered nature of indigeneity or ethnic and racial identities, they are the most commonly used terms in our work—we invite and encourage you to examine and explore the terms used in your community and that are important and valued by the individuals and organizations that you interact with, support, and engage. Americans for the Arts upholds the [Cultural New Deal](#) and supports the identity classifications listed therein.

- Yes
- No
- I prefer not to answer
- Other (*brief explanation requested*): \_\_\_\_\_

**QUESTION 7:**

**In which of the following ways does your organization identify/recruit the participants for its arts incubator programming? *Check all that apply.*\***

- Word-of-mouth
- Website
- Call for participation with partnering organizations
- Social media
- Mailings
- Others (*brief description requested*): \_\_\_\_\_
- None

**QUESTION 8:**

**Do participants pay a fee to participate in your organization's arts incubator programming?\***

- All participants pay a fee
- Some participants pay a fee
- No participants pay a fee

**OPTIONAL**

**QUESTION 8a:**

**Briefly describe the fee structure for your organization's arts incubator programming. Who pays? How much do they pay? Is there a sliding fee scale? *If possible, feel free to simply copy/paste the URL to a web page that describes the fee structure.***

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**QUESTION 9:**

**As part of its arts incubator programming, does your organization provide access to any of the following types of facility space? *Check all that apply.*\***

- Studio space
- Makerspace
- Co-op space
- Desk space
- Office space
- Business center
- Other type of facility/space (*brief description requested*): \_\_\_\_\_
- None

**QUESTION 9a:**

**Does your organization rent, lease, or own the physical space that it offers to its arts incubator participants? *Check all that apply.*\***

- Rent (short-term)
- Lease (long-term)
- Own
- Other (*brief description requested*): \_\_\_\_\_

**QUESTION 9b:**

**Does your organization rent, lease, or own the equipment that is available in the physical space it offers to its arts incubator participants? *Check all that apply.*\***

- Rent (short-term)
- Lease (long-term)
- Own
- Other (*brief description requested*): \_\_\_\_\_
- Not applicable

**QUESTION 10:**

**Does your organization provide its arts incubator programming in-person, virtually/online, or a hybrid of both methods? *Check all that apply.*\***

- In-person
- Virtual/online (live, synchronous)
- Virtual/online (pre-recorded, non-synchronous)
- Other (brief description requested): \_\_\_\_\_

**QUESTION 11:**

**How would you best define the geographic community that is served by your arts incubator programming? Does it serve your city, your county, your region, your state? Does it serve anyone who can access your programming virtually? Please describe below.\***

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**QUESTION 12:**

**Which of the following types of arts incubator programming does your organization offer?**

***Check all that apply.\****

- Residency
- Fellowship
- Funded projects
- Leadership training
- Artist development
- Immersive program
- Accelerator
- Others (*brief description requested*): \_\_\_\_\_
- None

**QUESTION 13:**

**In which of the following ways does your organization define/shape the educational programs offered by its arts incubation activities? *Check all that apply.\****

- A set/formal curriculum
- Customized curriculum for each participant
- Project-based learning
- Immersive learning
- Peer-to-peer learning
- Experimental
- Others (*brief description requested*): \_\_\_\_\_
- None

**QUESTION 14:**

**In which of the following ways does your organization deliver its arts incubator programming? *Check all that apply.\****

- In-house (by itself)
- Outsourced to or in partnership with university program(s)
- Outsourced to or in partnership with another incubator
- Outsourced to or in partnership with another type of outside content expert
- Others (*brief description requested*): \_\_\_\_\_
- None

**QUESTION 15:**

**In which of the following business skills does your arts incubator provide training? *Check all that apply.*\***

- Mentorship (i.e., pairing participants with mentors)
- Networking opportunities
- Leadership
- Teambuilding
- Legal (e.g., copyrights)
- Human resources
- Fundraising
- Digital skills (e.g., web design, database management)
- Marketing / advertising / branding
- Others (*brief description requested*): \_\_\_\_\_
- None

**OPTIONAL**

**QUESTION 15a:**

**Describe the mentor experience. How does it work? How do you identify the mentors? How are the participants paired with the mentors? What activities occur? *If possible, feel free to simply copy/paste the URL to a web page that describes the mentorship program.***

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**OPTIONAL**

**QUESTION 15b:**

**Describe the networking opportunities. What activities occur? *If possible, feel free to simply copy/paste the URL to a web page that describes the networking program.***

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**QUESTION 16:**

**Does your organization's facility provide an Internet access point for the participants in its arts incubator programming?\***

- Yes
- No



**OPTIONAL**

**QUESTION 16a:**

Describe how your organization's facility provides an Internet access point for the participants in its arts incubator programming. *If possible, feel free to simply copy/paste the URL to a web page that describes the Internet accessibility/service.*

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## Financials

**QUESTION 17:**

What is your organization's total operating budget (in expenditures) for its current fiscal year? *If an exact figure is not available, use your best estimate.\**

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**QUESTION 17a:**

What is the operating budget for your organization's arts incubator programming only (in expenditures) for its current fiscal year? *If an exact figure is not available, use your best estimate.\**

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**QUESTION 18:**

Which of the following types of funding does your organization offer to other organizations and/or individuals to support their delivery of and/or participation in arts incubator programming (as defined on the first page of the survey)? *Check all that apply.\**

- Grants
- Loans / microloans
- Venture capital / start-up capital
- Commissions / fellowships / scholarships
- Others (*brief description requested*): \_\_\_\_\_
- None

**OPTIONAL**

**QUESTION 18a:**

Describe the requirements for eligibility to receive the funding sources you identified in the question above. *If possible, feel free to simply copy/paste the URL to a web page that describes the funding eligibility requirements.*

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**QUESTION 18b:**

**What is the total amount of funding that your organization will provide during its current fiscal year to other organizations and/or individuals in order to support their delivery of or participation in arts incubator programming? *If an exact figure is not available, use your best estimate.\****

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**QUESTION 19:**

**Using percentages, what are the sources of revenue that support your arts incubator. *If exact figures are not available, use your best estimates.\**** Respond to this question by providing percentages (%). **For example, if your incubator's participation fees account for approximately 50% of the total revenue used to support your incubator, enter "50%" in the "Incubator participation fees" box.** The answers you provide must sum to 100.

\_\_\_\_\_ Incubator participation fees  
\_\_\_\_\_ Rent / facility rental fees  
\_\_\_\_\_ Membership  
\_\_\_\_\_ Sponsorships  
\_\_\_\_\_ Grants / contributed support  
\_\_\_\_\_ Individual donors  
\_\_\_\_\_ Government support  
\_\_\_\_\_ Other

**QUESTION 20:**

**Using percentages, what are the categories of expenditure for your arts incubator. *If exact figures are not available, use your best estimates.\**** Respond to this question by providing percentages (%). **For example, if your incubator's personnel costs account for approximately 40% of the incubator's total expenses, enter "40%" in the "Personnel costs" box.** The answers you provide must sum to 100.

\_\_\_\_\_ Personnel costs (e.g., salaries and benefits)  
\_\_\_\_\_ Facility costs (e.g., rent/mortgage, utilities)  
\_\_\_\_\_ Programming / content production  
\_\_\_\_\_ Marketing / advertising / recruitment  
\_\_\_\_\_ Information technology (e.g., website, database)  
\_\_\_\_\_ Insurance  
\_\_\_\_\_ Other / miscellaneous

## Going Forward

### QUESTION 21:

**As we adjust to the realities caused by the COVID-19 pandemic, going forward from today, which of the following are currently true of your organization's arts incubator activities?**

**Check all that apply. \***

- It will provide facility space/physical space to participants
- It will offer only virtual/online programming
- It will offer hybrid programming (a combination of in-person and virtual/online)
- It will increase funding capacity to provide access for more participants
- It will expand its geographic reach to more communities
- It will increase the number of participants as a result of virtual/online programming
- It will offer programming for international participants
- It will increase the diversity of its participants
- It will increase the accessibility of its programming
- Others (*brief description requested*): \_\_\_\_\_
- None

### QUESTION 22:

**Did your organization discontinue (or has it discontinued) any of its arts incubator programming due to the COVID-19 pandemic?\***

- Yes
- No

### OPTIONAL

#### QUESTION 22a:

**Describe the arts incubator program that is/was discontinued due to the pandemic, including the approximate percentage of its overall arts incubator programming that was affected.**

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### QUESTION 23:

**Does your organization conduct surveys or otherwise collect/analyze data from its participants in order to evaluate the success of its arts incubator programming?\***

- Yes
- No

**OPTIONAL**

**QUESTION 23a:**

Describe the process and metrics that your organization uses to evaluate the success of its arts incubator programming. *If possible, feel free to simply copy/paste the URL to a web page that describes the evaluation process.*

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**QUESTION 24:**

What percentage of the participants in your organization's arts incubator programming typically complete the entire program? *If an exact figure is not available, use your best estimate.\**

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**QUESTION 25:**

Does your organization keep track of the future performance/success of the participants in its arts incubator programming?\*

- Yes
- No

**OPTIONAL**

**QUESTION 25a:**

Describe how your organization keeps track of the future performance/success of the participants in its arts incubator programming. *If possible, feel free to simply copy/paste the URL to a web page that describes the tracking process.*

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**OPTIONAL**

**QUESTION 26:**

Describe the current perception of your arts incubator programming.

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**OPTIONAL**

**QUESTION 27:**

What future plans do you have for your arts incubator programming? Is there anything else you'd like to share?

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## Thank You!

Thank you so much for taking the time to participate in the Arts Incubator Research (AIR) Lab's survey of arts incubator programming!

We deeply appreciate your time and cooperation, and we promise to share the findings with all of the survey respondents. In the meantime, you can always visit the [AIR Lab website](#) to find the most current information available—including the recently published report [Arts and Digital Inequality in the COVID-19 Age: A Digital Divide Report](#).

You may close this browser window at any time.