

ABOUT THE DEVOS INSTITUTE OF ARTS MANAGEMENT

As one of the largest, busiest performing arts centers in the world, the Kennedy Center and its leadership have developed extensive expertise in strategic planning, artistic planning, board management, marketing, fundraising, and financial management.

Founded in 2001 by Kennedy Center President Michael M. Kaiser, the DeVos Institute of Arts Management leverages this expertise to train, support, and empower arts managers and their boards locally, nationally, and internationally.

Since its inception, the DeVos Institute has advised thousands of individuals, organizations, governments, and foundations throughout the United States and in over 80 countries on six continents.

The Institute operates on the premise that while, as a culture, we spend heavily to encourage artistic talent, too little is spent to train the managers and boards who keep those artists at work. In areas hard hit by the global economic downturn, this need is especially urgent and is amplified by the rapid technological and cultural change affecting arts businesses around the world.

To address this gap, the DeVos Institute partners with public and private leadership in critical arts communities worldwide to provide training and support for the arts entrepreneurs of today and tomorrow.

For more information about the DeVos Institute, please visit: www.DevosInstitute.org.

DeVos Institute programs include:

Regional and National Capacity Building Programs

The DeVos Institute partners with funders to provide training and support for executive, artistic, and board leadership in arts communities across the country and around the world. Since these programs began in 2001, they have served over 600 organizations nationwide. Additionally, the Institute has run a specialized program for arts education, performing, and advocacy organizations in Upper Manhattan, and four national programs servicing 27 organizations as part of the Ford Foundation's *Diverse Arts Spaces Initiative*. In 2012, the Institute launched its first capacity building program abroad in Ireland, and plans to continue this international expansion. These programs consist of the following structure:

- **Seminars:** address core competency areas including strategic and artistic planning, board management, marketing, and fundraising.
- **Online working groups:** provide a highly-interactive setting for participants to discuss areas of focus between annual seminars.
- **One-on-one consultations:** provide tailored assistance to each organization as they develop their goals and plans to achieve them.

Regional and National Board Development Intensives

These multi-day intensives led by Michael M. Kaiser and DeVos Institute leadership explore best practices in areas of key concern for managers and their boards. The Institute hosts an annual Intensive at the Kennedy Center in the fall, open to the international community. In partnership with regional arts service organizations, government offices, embassies, funders, and arts leaders, the Institute offers similar seminars in communities throughout the United States and abroad. Topics may include:

- Recruiting and managing board members
- Achieving fundraising success
- Creating institutional image with impact
- Improving strategic financial planning
- Developing and supporting effective marketing campaigns

Fellowships

The Fellowship is an immersive program in arts management strategy designed to prepare mid-career arts managers for executive positions in today's complex arts environment. The Fellowship offers a structured blend of academic training, hands-on work experience, independent and collective learning opportunities, and personalized mentoring. Fellows develop a close working relationship with Kennedy Center leadership and are connected to a network of over 180 alumni throughout the United States and in 40 countries worldwide. Alumni have gone on to leadership positions in organizations such as Academy of St Martin in the Fields, Chicago Opera Theater, Hong Kong Arts Festival, The Juilliard School, London Philharmonic Orchestra, The Middle East International Film Festival in Abu Dhabi, San Francisco Ballet, and Sydney Symphony.

Summer Fellowship for International Arts Managers

This annual program gathers arts leaders from over 25 countries for a month-long management intensive at the Kennedy Center. Each class of executive-level managers attends three consecutive years to participate in seminars, group projects, and individual mentorships supervised by Institute leadership and Kennedy Center senior staff. During the Summer Fellowship, participants are supported in their efforts to write or revise a strategic plan for their home organization.

Internships

This highly-competitive program offers on-the-job experience to college juniors and seniors, graduate students, and those who have completed a degree within the past two years. These part-time or full-time internships take place in departments throughout the Kennedy Center. They coincide roughly with the academic calendar, with placements in fall, winter, and summer. Alumni have gone on to organizations such as the Atlanta Symphony Orchestra, Carnegie Hall, the John F. Kennedy Center for the Performing Arts, National Endowment for the Humanities, New York Philharmonic, Orpheus Chamber Orchestra, the offices of Renée Fleming, and Wolf Trap Foundation for the Performing Arts.

Consultancies and Personalized Training

The Institute offers a range of short- and long-term consultative services for clients seeking to write a strategic plan, evaluate organizational capacity, manage leadership transitions, or receive customized guidance and training. Offerings include: strategic planning, organizational assessments, artistic planning, interim executive management, organizational structure modeling, staff training, board consultation, information technology systems development, and financial modeling. In addition to on-site services, the Institute can provide practical training to client organizations, their staffs, and boards at the Kennedy Center.

Services for New Cultural Institutions

The DeVos Institute is a leader worldwide in the successful inauguration and operation of cultural centers. The Institute has consulted organizations from major performing arts centers to commercial and non-profit art galleries, arts education programs, ballets, opera companies, orchestras, and museums. The Institute works with organizations at all stages—from pre-development capital planning and inaugural season management, to rapid growth, crisis management, and leadership succession—providing both one-time and ongoing consultation, staff training, facility planning, artistic planning, policy development, budgeting, and executive management services.

Arts Management Publications

The DeVos Institute works with local partners to translate key training texts. These publications include the following by Michael M. Kaiser: *Strategic Planning in the Arts: A Practical Guide* (currently translated into Arabic, Czech, and Spanish), *The Art of the Turnaround*, and *Leading Roles: 50 Questions Every Arts Board Should Ask*. The Institute has also translated *The Cycle: Planning for Success in the Arts* by Michael M. Kaiser and Brett Egan into Arabic, Czech, Mandarin, Portuguese, Russian, Ukrainian, and Vietnamese. *The Cycle* is a DeVos Institute publication that provides its central philosophy for creating and sustaining healthy arts organizations.