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## Services for New Cultural Institutions

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### Conditions Facing New Cultural Institutions and the DeVos Institute Response

Worldwide, far too many new cultural institutions are designed and developed lacking clear consensus on why and for whom they are built and what will take place inside them.

The result is a string of new cultural spaces around the world that are architecturally stunning, but falter or fail shortly after they open.

In all but the best-planned cases, cultural organizations overspend and under-leverage their opening seasons. Burn-out rates among staff and leadership are high, and there is no guarantee that the audiences that populate the center in the excitement of its opening weeks and months will return in subsequent seasons.

This pattern is avoidable, but repeats time and again because **human resource, financial, and artistic planning** are precisely the elements that are most difficult to envision in advance and that exceed the portfolio of most architects and developers.

In the long run, the implementation of a **strong business plan** determines whether the institution is perceived as a success. Even if the building is an architectural triumph, it is that building's programs, marketing, and operation that define the institution in the public eye in the long term.

**The DeVos Institute of Arts Management at the University of Maryland**, led by Chairman Michael M. Kaiser and President Brett Egan, is a leader worldwide in the successful inauguration and operation of cultural centers.

Under Kaiser and Egan, the Institute has consulted thousands of organizations on six continents, 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, organizational development and inaugural season management, to rapid growth, crisis management, and leadership succession. The Institute provides both one-time and ongoing consultation in staff training, facility planning, artistic planning, community engagement, policy development, information technology, strategic partnerships, and budgeting.

#### THE FOLLOWING IS AN OVERVIEW OF THE SERVICES OFFERED BY THE DEVOS INSTITUTE:

##### Assessment & Planning

Audit of organizational capacity in key areas, including:

- Artistic
- Fundraising
- Marketing
- Staff
- Board
- Finance
- Information Technology
- Human Resources
- Production

##### Systems Development

- Information Technology
- Finance
- Human Resources
- Artist Management

##### Training and Consultation

- Staff Training (Administrative and Technical)
- Governing Board Training and Consultation

##### Followed by:

- Strategic Planning
  - Artistic Planning
  - Organizational Structure Planning
  - Budgeting
  - Staff Development Planning
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## Coordination With The Theater or Museum Consultant

For a fraction of the cost required to construct a world-class building, developers can ensure that the building will result in a cost-efficient, high-quality business by planning programs and systems well in advance. Too often, however, the systems, administration, and art that fill the new center are an afterthought. What results is a costly game of “catch-up,” when an early investment in planning could have assured a high level of quality from day one, and at a fraction of the cost.

Therefore, DeVos Institute services **complement the work of theater and museum consultants and architects**, ensuring that a developer’s investment in a new cultural landmark is matched by a thorough, balanced, and realistic plan for **financial sustainability, artistic excellence, and human resource development**.

Typically, a theater consultant works with the developer to envision and execute the physical premises, whereas the DeVos Institute works with the developer to envision and execute what will happen inside, and sustain the premises. As such, the DeVos Institute is accustomed to working in tandem with theater and museum consultants to ensure a successful opening and operation.

**The role of the Institute services is to produce a planned, steady approach to opening; maximize opportunity within the new structure; and limit opportunity cost and hard cost, during and after handover.**

The ideal **role of the DeVos Institute in the facility planning process** is to ensure that the *programming and financial realities* of what will take place in the space are represented in the *planning for the physical space itself*. Simultaneously, the DeVos Institute develops the necessary artistic, human, financial, and communications resources to ensure that the physical building is a success upon opening.

The relationship between the developer, the DeVos Institute, and the theater or museum consultant in the space development process can be envisioned as thus:

