

ADVANCING CAPITAL INFRASTRUCTURE PROJECTS DURING A PERIOD OF UNCERTAINTY

**Pandemic-era tactics for new Building,
Expansion, or Renovation projects**

November 20, 2020

11:00 am -3:00 pm

Eastern Standard Time

**Led by Brett Egan, President,
DeVos Institute of Arts Management
at the University of Maryland**

The impacts of the pandemic on the arts, culture, humanities, and education sectors have been wide-ranging. They continue to present serious questions regarding the programming, operations, and finances of organizations worldwide.

For organizations with a physical project underway – whether that be the development of new infrastructure, or the renovation or expansion of a current facility – the ground is shifting.

The DeVos Institute of Arts Management – a global leader in the planning, funding, and operating of new or expanded cultural institutions – offers this one-day intensive to address the most pressing considerations facing organizers of capital projects in today's unprecedented environment.

An Online Intensive for Arts, Culture,
Humanities, and Educational Institutions

**To Register and for More Information:
www.DeVosInstitute.net/CapitalProjects**

\$179 USD per organization
(for up to three participants per
organization)

This intensive will offer practical guidelines on key questions facing capital projects today.

- Should we proceed using pre-pandemic assumptions for attendance, programming, and operating revenues?
- Does our pre-pandemic design work in a post-pandemic environment?
- What are the likely characteristics of a post-pandemic environment? What of this is relevant to the planning of physical site?
- Does our timeline make sense? Is it feasible?
- How will the pandemic affect our ability to raise the money needed for the investment?
- How will a post-pandemic environment affect our ability to build the earned and contributed revenues required to support the investment on an annual basis?
- Should we proceed, at all? Is the risk too great?
- What, in any case, are best practices of which our project must be aware, pandemic or no?

CATALYTIC FUNDRAISING ADD-ON

For organizations contemplating **capital fundraising in support of an infrastructure project**, the Institute will offer a separate, one-day special intensive on November 23 discussing Catalytic Fundraising Campaigns in the Pandemic Era. For more information on this, please visit www.DevosInstitute.net/CatalyticFundraising.

For nearly twenty years, the DeVos Institute of Arts Management, led by Chairman Michael M. Kaiser and President Brett Egan, has provided counsel for arts, culture, and humanities organizations at a variety of inflection points, including those considering capital developments, renovations, or expansions.

During this time, the Institute has supported governments, non-profits, developers, and communities worldwide in the successful planning, development, inauguration, and operation of a wide range of cultural facilities – from theaters and performing arts facilities to centers for design, cinema, photography, education, horticulture, and heritage.

Leveraging this experience, the Institute is pleased to offer this online intensive for managers, developers, and trustees in the process of planning, or overseeing, a capital development, renovation, or expansion.

Intensive topics will include:

- Estimating need, and demand, for new or expanded infrastructure, and the pandemic's impacts in that calculus
- Building a rational business plan to support the new or expanded operation or revising a plan for a post pandemic reality
- Maximizing Board leadership during the planning, fundraising, and development processes
- Understanding, and managing, risk tied to a move, renovation, or expansion
- Maximizing the relationship between Design and Business Planning
- Financial Planning for the pre- and post-construction phases
- Anticipating and avoiding common pitfalls and areas of underestimation

Date and Time:

**Friday, November 20, 2020
11am-3pm Eastern Standard Time**

Location:

Online. Instructions will be provided upon registration.

Registration fee:

\$179 per organization, for up to three participants.

Registration limited to 100 organizations/projects.

Register online by November 13.

About the DeVos Institute of Arts Management at the University of Maryland



Brett Egan, President

Brett Egan provides planning and training services for arts and culture organizations in the United States and around the world. He specializes in strategic planning; business planning for new or expanding institutions; succession planning; capital campaigns; annual fundraising; community-based practice; human resource development; board development; and institutional and programmatic marketing.

Mr. Egan is the co-author, with Michael M. Kaiser, of *The Cycle: A Practical Approach to Managing Arts Organizations* (2013).

Mr. Egan has provided fundraising counsel, capital campaign planning, or business planning for a wide range of non-profit institutions worldwide, including the National Public Radio Foundation, the Apollo Theater, the Motown Museum, the Royal Opera House Muscat, Sundance Institute, the International Center for Photography, and the American Repertory Theater at Harvard University.

Recent, Representative Institute Clients in Fundraising, Programming, or Business Planning

- Alaska Native Heritage Center (Anchorage, AK)
- The American Repertory Theater at Harvard University (A.R.T.; Cambridge, MA)
- The Apollo Theater (New York City, NY)
- Asian Arts Initiative (Philadelphia, PA)
- Austin Film Society (Austin, TX)
- BAYCAT (San Francisco, CA)
- The Boca Raton Center for Arts and Innovation (Boca Raton, FL)
- The Cultural Council of Palm Beach County (Lake Worth, FL)
- The Doha Center for Creative Industry (Doha, Qatar)
- Grand Center (St. Louis, MO)
- The Great Lakes Center for the Arts (Petoskey, MI)
- The Harlem School for the Arts (New York City, NY)
- Hi-ARTS (New York City, NY)
- The International Center for Photography (New York City, NY)
- Japanese American Cultural and Community Center (Los Angeles, CA)
- LaMama E.T.C. (New York City, NY)
- The Loggerhead Marinelife Center (Jupiter, FL)
- The Longhouse at Evergreen State College (Olympia, WA)
- The Longhouse Reserve (East Hampton, NY)
- MACLA (Movimiento de Arte y Cultura Latino Americana) (San Jose, CA)
- Maryland Film Festival (Baltimore, MD)
- MATE (Museo Mario Testino) (Lima, Peru)
- Memphis Symphony Orchestra (Memphis, TN)
- The Motown Museum (Detroit, MI)
- National Kaohsiung Center for the Arts (Kaohsiung, Taiwan)
- The Nickelodeon Theatre (Cinema) (Columbia, SC)
- PA'I Foundation (Honolulu, HI)
- The Royal Opera House Muscat (Muscat, Oman)
- The San Francisco Gay Men's Chorus (San Francisco, CA)
- SAY (Stuttering Association for Youth) (New York City, NY)
- The Schwarzman Center at Yale University (New Haven, CT)
- Self Help Graphics and Art (Los Angeles, CA)
- The Stephen A. Schwarzman Centre for the Humanities (Oxford, England)

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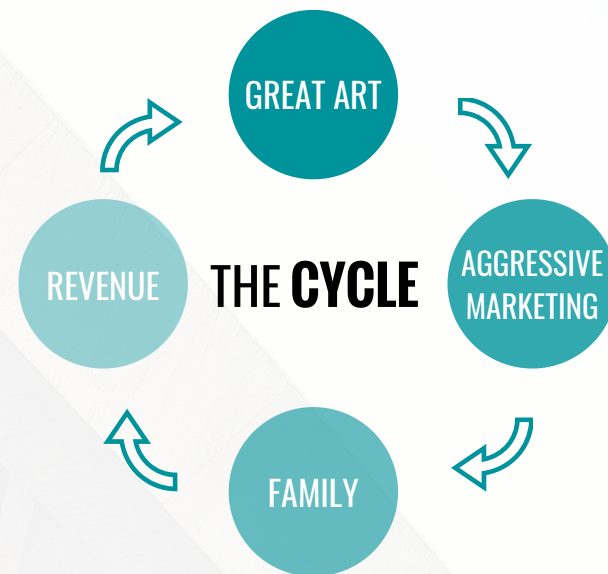
Since its founding by Michael Kaiser in 2001 at the John F. Kennedy Center for the Performing Arts in Washington, D.C., The DeVos Institute of Arts Management has consulted and trained arts leaders and board members at more than 2,000 cultural organizations from over 80 countries.

Now an affiliate of the University of Maryland, the Washington D.C.-based firm provides a wide range of services to support the well-functioning non-profit, including capital campaign planning and implementation; strategic planning; planning and implementation support for new or expanding institutions; capacity building training; interim executive services; fundraising and marketing consulting; board training; and project-based support.

Institute Methodology maintains that, regardless of art form, geography, or size, thriving cultural organizations hold several core characteristics in common:

- Their programming is bold, mission-driven, and balanced;
- They aggressively market that programming, as well as the institution behind it;
- The resulting visibility produces a swell of interest and enthusiasm among a “family” of ticket-buyers, students, board members, donors, funders, and volunteers;
- They make it easy and enjoyable for that family to get more involved—to contribute money, time, or connections; and
- They reinvest revenue produced by that family in ever-more dominant programming that, marketed well, entices a larger, more diverse, generous, and connected family.

When this “cycle” repeats year after year, all stakeholders—staff, board, and family—sense they are part of a strong, successful enterprise. For “family members” with means, this momentum encourages increased generosity and ambassadorship; for those with skill and time, a swell of pride and focus—aligned with mission—drives increased productivity. These organizations grow steadily—donor by donor, patron by patron, ally by ally—to build and sustain dominant artistic program and financial health.



This *Cycle* is the subject of a full-length book by Michael M. Kaiser and Brett Egan, *The Cycle: A practical guide to managing arts organizations* (2013), and the backbone of all Institute planning services.