CAPITAL CAMPAIGN PLANNING AND IMPLEMENTATION SERVICES
The DeVos Institute of Arts Management provides consultation and training for a wide range of arts institutions, from performing and presenting organizations, museums, galleries, arts schools, public media, and libraries, to botanical gardens, glass-making studios, public art trusts, service organizations, nonprofit cinemas, and many more.
THE CAPITAL CAMPAIGN PLANNING PROCESS

The DeVos Institute provides comprehensive capital campaign planning services for a diverse array of institutions. These services are tailored to each campaign, but typically include the following components:

MASTER PLAN AND DESIGN
- If the campaign is in support of physical infrastructure and the design process is not yet underway, a comprehensive needs assessment to determine prospective uses of the new or expanded site. If appropriate, close collaboration with administration and the architect to develop a mission-driven, right-sized design concept;
- If the design process is underway, a comprehensive review of master planning documents, design concept, architect renderings, and proposed uses of current and new space to ensure business optimization and mission alignment;
- A review, or development of working assumptions regarding total project cost, including construction, fit-out, re-location, operational, fundraising, project management and other costs;
- A review, or development of working assumptions regarding programmatic offerings and scale for the new/expanded facility/operation; and
- An analysis of public will/demand for that offering, inclusive of an environmental analysis to estimate buying potential, pricing, and competition from surrogates.

CAMPAIGN BUDGET AND IMPACT ON THE CORE OPERATION
- Development or refinement of a campaign budget in partnership with administration and, in the case of a physical project, the architect and/or contractor;
- An assessment of campaign cost components (construction, fit-out, and equipment expenses; programmatic and maintenance reserves; development of working capital; endowment, etc.) and formation of a total campaign goal;
- Review or development of an annual profit/loss pro forma for the duration of the campaign and at least the year beyond, anticipating the resources that will be required to operate the current operation during that period, and the new operation once the campaign is complete;
- A plan to mitigate the campaign’s impact on annual operations and funding; and
- A detailed outline of annual fund projections for the period of the capital campaign to illustrate the strength of the donor base and ensure that annual fundraising is a simultaneous focus.

CAMPAIGN LEADERSHIP
- An assessment of the current board in relationship to the proposed campaign goal;
- A path to identify, solicit, and manage campaign leadership;
- A path to identify, solicit, and manage board members in support of the campaign; and
- If needed, a path to strengthen the fundraising capacity of the current board.
FEASIBILITY ANALYSIS AND SOURCE PROSPECTING, CULTIVATION, AND SOLICITATION

- A feasibility assessment of the campaign goal in respect to the giving potential and propensity of known and prospective sources;
- Recommendations for the timing of the campaign, including the silent, private and public phases;
- The development of a campaign donor pyramid and an assessment of any vulnerability within this;
- An assessment of the staff’s capacity to implement the campaign;
- Interviews with high-potential corporate, foundation, and individual prospects to understand their impressions of the institution determine the likelihood of their support for the campaign;
- A plan to identify, cultivate, solicit and steward campaign and major donor prospects, both presently known to the institution, and new to the institution;
- A detailed cultivation path to turn “able” prospects into “likely” donors (simply because a prospect is able to support a campaign at a significant level does not mean they are yet likely to do so);
- Sample narratives with which the organization’s solicitors can approach prospects; and
- Discrete cultivation strategies for top prospects.

SUPPORT FOR THE CORE OPERATION IN RESPECT TO THE CAPITAL CAMPAIGN

- Support of program leadership in the development of programming and marketing plans to function as “engine” for the capital campaign. What transformative ideas scheduled during the campaign will incent prospects to make an extraordinary gift?
- An implementation and campaign staffing plan.

SUPPORT MATERIALS

- The narrative for a “pitch kit” or “case statement” that justifies the expenditure, including a project description and defense, programmatic vision for the new/expanded facility or enterprise, financial summary, naming and engagement opportunities.
- Staff and Board briefings on donor prospects, including giving history, giving potential, affiliations, and relevant personal background.
The Institute contributes and leverages its existing resources, partnerships, and networks at the local, regional, national, and international levels as appropriate in support of the development of the campaign plan.

**SUPPORT FOR IMPLEMENTATION**

Once the plan is complete, the Institute is available to provide continuing consultation, coaching, and implementation services in support of the staff, board, and campaign committee, including strategy analysis and adjustment, ongoing counsel on prospect cultivation and solicitation, vendor management, and more.
LEADERSHIP

MICHAEL M. KAISER, Chairman

Michael M. Kaiser oversees the DeVos Institute’s training and consulting programs, both in the United States and around the world.

Mr. Kaiser was President of the John F. Kennedy Center for the Performing Arts from January 2001 through August 2014. During his tenure, he expanded educational and artistic programming, oversaw a major renovation effort of most of the Center’s theaters, and led the nation in arts management training. In 2001, Mr. Kaiser created the Kennedy Center Arts Management Institute, renamed the DeVos Institute of Arts Management in May 2010. In honor of his accomplishments, the Board of the Kennedy Center named him President Emeritus in 2014.

Mr. Kaiser previously served as Executive Director of the Royal Opera House in London. During his tenure, the Royal Opera House erased its historic accumulated deficit, completed a £214 million redevelopment, created an endowment fund, and greatly increased its level of support from the private and public sectors. Mr. Kaiser also served as Executive Director of American Ballet Theatre, Executive Director of the Alvin Ailey American Dance Theater Foundation, and General Manager of the Kansas City Ballet.

BRETT EGAN, President

Brett Egan leads the Institute’s team of consultants and teachers, supporting organizations worldwide on such concerns as strategic planning, artistic planning, marketing, human resource development, and fundraising. Projects under his direction include multi-year capacity building initiatives in partnership with the Ford Foundation and Bloomberg Philanthropies; regional training intensives in San Jose, Portland, and Baltimore; a three-year fellowship for arts leaders from around the world; and long-term consultancies with clients in nearly every major cultural discipline. Under Mr. Egan’s leadership, the Institute has delivered multiyear, first-of-their-kind training programs in Ireland, Croatia, Trinidad and Tobago, Vietnam, and the United Kingdom.

From September 2011 until December 2012, Mr. Egan served concurrently as Interim CEO of the Royal Opera House Muscat (Oman), working with local leadership to open this first-of-its-kind institution on the Arabian Peninsula. From 2006 to 2009, Mr. Egan served as Executive Director of Shen Wei Dance Arts, a resident company at the John F. Kennedy Center for the Performing Arts and a principal contributor to the 2008 Olympic Opening Ceremonies in Beijing.
NICOLE KIDSTON, Senior Consultant
Nicole Kidston Nicole supports a wide range of arts organizations with short and long term goals around strategic planning, fundraising, community engagement, artistic planning, and marketing. One of Nicole’s recent clients is The Cooper Union for the Advancement of Science and Art where she served as Interim Vice President of Development and Alumni Affairs. In this capacity, she served as a member of the executive team, tripled annual fundraising in three fiscal years and decreased development expenses by 15%.

Prior to her role with the DeVos Institute, Nicole served as the Deputy Director of Development for Park Avenue Armory, a ground-breaking cultural institution in New York that produces unconventional work that cannot be mounted in traditional performance spaces. In this capacity, Nicole led the day-to-day operations of the 13-person Development Office which grew fundraising over 25% from 2015 to 2017.

From 2005 to 2015, Nicole served in a variety of capacities in the Development Office of the John F. Kennedy Center for the Performing Arts in Washington, DC. In her last role at the Kennedy Center, she served as one of the Directors of Development, focusing on the National Symphony Orchestra (NSO) and Washington National Opera (WNO). Her portfolio included identifying and raising over $25 million annually with a team of 18 through individual, government, foundation, and corporate support. She focused particularly on board development, major gifts, sponsorships of productions, series, and educational initiatives, and event fundraising including major Galas and over 170 cultivation events throughout the year. Also at the Kennedy Center, Nicole served as the Director of Affiliate Individual Giving and the Manager of National Symphony Orchestra Development. Prior to that, Nicole coordinated Kennedy Center major giving, facilitated the international donor travel program and coordinated major giving for international festivals and programming. Nicole has a degree in Art History from the Ohio State University. She resides in New York City with her husband Bruce.
ABOUT THE INSTITUTE

The DeVos Institute of Arts Management provides training, consultation, and implementation support for arts managers and their boards.

It operates on the premise that while much is spent to train artists, too little is spent to support the managers and boards who keep those artists at work.

At the same time, rapid changes in technology, demographics, government policy, and the economy have complicated the job of the manager and volunteer trustees. These changes continue to accelerate.

Organizations that have mastered these trends are flourishing—even leveraging them to their advantage. For those that have not, however, the sense that “something’s not quite right” can seem unshakeable. For too many, these changes have led to less art, decreased visibility, diminished relevance—even financial collapse.

These challenges inform the Institute’s approach. Never has the need to balance best practices and new approaches been so urgent.

Institute leadership and consultants—all arts managers themselves—understand that, in today’s environment, there is no time or resource to waste. Therefore, Institute services are lean, direct, and practical.

The DeVos Institute has served more than 1,000 organizations from over 80 countries since Michael M. Kaiser founded it during his tenure as President of the John F. Kennedy Center for the Performing Arts in Washington, D.C. While environments, objectives, and disciplines vary, each of the Institute’s clients shares the desire to create, market, and sustain exemplary cultural programs.

In 2014, the DeVos Institute transitioned to the University of Maryland, where it continues to offer support to individuals, organizations, and—in collaboration with foundations and governments—to communities of organizations around the world.
INSTITUTE CONSULTING SERVICES

Strategic Planning and Implementation Support

Other Planning and Implementation Services
• Capital campaigns
• Endowments
• Interim management
• Programmatic and institutional marketing
• Pricing
• Season and program design

Private Intensives for Individual Organizations
• Reviewing and updating a current strategic plan
• Reviewing and updating the organizational mission
• Establishing and reviewing board and staff roles and responsibilities

Organizational Audits
• Total organizational performance
• Board structure and performance
• Financial structure and performance
• Marketing operations
• Fundraising operations
• Staffing structure

Planning, Operating, and Sustaining New Cultural Institutions
• Capital fundraising campaigns
• Staff training
• Facility planning
• Artistic planning
• Community engagement
• Policy development
• Information technology
• Strategic partnerships
• Budgeting

Services for Arts Schools
• Strategic planning
• Executive, senior staff, and board leadership coaching
• Board and staff intensives