DeVOS INSTITUTE
OF ARTS MANAGEMENT
AT THE UNIVERSITY OF MARYLAND

The DeVos Institute of Arts Management provides consultation and training for a wide range of arts institutions, from traditional performing and presenting organizations, museums, galleries, arts schools, and libraries, to botanical gardens, glass-making studios, public art trusts, and nonprofit cinemas.

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 unshakable. For too many, these changes have led to less art, decreased visibility, diminished relevance, and financial strain—even financial collapse.

These challenges inform the DeVos Institute's strategy. 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 no-nonsense, direct, and practical.

The 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, the Institute works with each of its clients and trainees to create, market, and sustain exemplary cultural programs.

"Sage adviser to arts groups internationally and, increasingly, an educational think tank for a sector in crisis."
The Philadelphia Inquirer



PHOTO CREDIT: GARY SEXTON

CONSULTING SERVICES FOR
ORGANIZATIONS

The DeVos Institute works with organizations at all stages of development to solve pressing challenges, maximize opportunities, and plan for the future.

"Working with the DeVos Institute has been a great gift and blessing to the Philadelphia Mural Arts Program. The team led by Michael Kaiser and Brett Egan has the type of wisdom that doesn't simply come from theory but has been refined by extensive practice."

Joan Reilly
Chief Operating Officer,
City of Philadelphia Mural Arts Program
Philadelphia, Pennsylvania

STRATEGIC PLANNING

The Institute's core service provides in-depth, comprehensive, and implementable strategic plans. The planning process is designed to address a range of organizational states: from those in crisis to those looking to cement and accelerate a position of strength.

EACH PLAN INCLUDES:

- A thorough review of the organization's mission
- An environmental analysis that evaluates the relevant field and determines what is required for success in that field, today and in the future
- An internal analysis that determines how the client organization compares, at present, to what is required for success, as defined by the environment
- Detailed strategies that position the organization to overcome its weaknesses and exploit its strengths
- An implementation plan that outlines tactics required to execute each strategy, assigning responsibility for each, and a deadline for their completion
- A financial plan that projects performance based on the strategies

To augment the benefits of planning, the Institute provides implementation support to assist staff and board members as they execute key strategies.

OTHER PLANNING AND IMPLEMENTATION SERVICES

The Institute also offers planning and training services to address specific organizational goals and needs, including:

- Capital campaigns
- Building an endowment
- Interim management
- Artistic planning
- Board recruitment, development, and productivity
- Programmatic and institutional marketing
- Planning, operating, and sustaining new cultural institutions

PRIVATE INTENSIVES FOR INDIVIDUAL ORGANIZATIONS

In addition to formal written plans, the Institute offers short- and long-term training, planning, and evaluation intensives for board and staff teams focused on:

- Launching the strategic planning process
- Reviewing and updating a current strategic plan
- Crisis management
- Reviewing and updating the organizational mission
- Establishing and reviewing board and staff roles and responsibilities
- Department-specific training

ORGANIZATIONAL AUDITS

These audits, also known as Cycle Audits, focus on capacity in each area of the Cycle, the Institute's theory of organizational activity that prioritizes investment in great art (see page 7). Organizational Audits produce short-term recommendations in each area of the Cycle: artistic and program planning, marketing, board and "family," and fundraising. The Institute also offers discipline-specific audits in:

- Board structure and performance
- Financial structure and performance
- Marketing
- Fundraising
- Staffing structure

CULTURAL INSTITUTIONS IN DEVELOPMENT

Institute services ensure that an investment in a new cultural landmark is matched by a thorough, realistic plan for financial sustainability, artistic excellence, and human resource development. The Institute provides consultation and implementation support in:

- Staff training
- Facility planning
- Community engagement
- Policy development
- Information technology
- Strategic partnerships
- Budgeting
- Artistic planning

SERVICES FOR ARTS SCHOOLS

The Institute understands that arts schools—inclusive of public, private, or charter institutions—face a wide range of specific challenges. In response, the Institute provides such tailored services as:

- Executive, senior staff, and board leadership coaching
- Strategic planning
- Board and staff intensives
- Academic and artistic program evaluation
- Fundraising and marketing consultation

"Under the expert guidance of the DeVos Institute, the Fort Worth Symphony Orchestra developed a comprehensive and real-world business plan that has been fully embraced by all key stakeholders: board, staff, donors, and musicians. Three years into the implementation phase, the plan's strategies are bearing fruit for the organization. Subscriptions and concert attendance are on the rise for the first time in eight years, new artistic partnerships have been formed, and a real commitment to institutional marketing efforts have reinvigorated the FWSO brand in the community."

Amy Adkins
President,
Fort Worth Symphony Orchestra
Fort Worth, Texas



PHOTO CREDIT: MARGOT SCHULMAN

TRAINING SERVICES FOR

COMMUNITIES IN THE UNITED STATES AND AROUND THE WORLD

"The program has led to a complete shift in mindset within the organization. We are now thinking holistically about our artistic program, marketing, fundraising, and family growth."
Cian O'Brien
Artistic Director,
Project Arts Centre
Dublin, Ireland

"By enabling us to better assess our strategic priorities, the program helped us to build a usable framework to improve our infrastructure and to strengthen capacity at a pivotal moment in our organization's history."
Zenetta S. Drew
Executive Director,
Dallas Black Dance Theater
Dallas, Texas

CAPACITY BUILDING INTENSIVES

The DeVos Institute partners with governments, foundations, and other funders worldwide to train and support executive, artistic, and board leadership in their cities or regions of interest.

These two-year group intensives provide in-person group training, web-based master classes, and one-on-one, on-site consultation with each participating organization.

SUBJECTS INCLUDE:

- Artistic planning
- Programmatic and institutional marketing
- Fundraising
- Board development
- Financial planning
- Strategic planning
- Technology management
- Audience development and outreach

The Institute's intensives focus on a "Cycle" of best practices that foster the development of bold, transformational art; aggressive marketing; and energized patrons who support future programming. When repeated year after year, this Cycle defines organizational stability.

Capacity Building Intensives have been mounted in Baltimore, Boston, Chicago, Dallas, Detroit, Grand Rapids, Los Angeles, Miami, New York City, Orlando, Portland, San Francisco, and San Jose. An international version has been offered in Croatia, England, Ireland, Trinidad and Tobago, and Vietnam.

NATIONAL AND REGIONAL BOARD DEVELOPMENT INTENSIVES

The Institute hosts an annual two-day Board Development Intensive in Washington, D.C., for board members and senior executives.

The Institute also offers Board Development Intensives in cities around the United States in partnership with local leadership. These two-day intensives address the following topics through the lens of the challenges facing the local environment:

- Recruiting and managing board members
- Achieving fundraising success
- Maximizing the staff-board relationship
- Creating institutional image and impact
- Financial planning
- Developing and supporting effective marketing campaigns
- Identifying and hiring an executive director

"Far from being a 'how-to' program, the Board Development Intensive was a catalyst for a new way of thinking about the board as integral to the Irondale family. It was an intense few days, but I credit it as a major step in professionalizing our board and turning it from a group of well-meaning, committed supporters to a functioning board of trustees that advocate for and add great value to our work."

Terry Greiss, Co-Founder & Executive Director, Irondale Ensemble Project
Brooklyn, New York



PHOTO CREDIT: HARING PHOTOGRAPHY

TRAINING SERVICES FOR
INDIVIDUALS

The DeVos Institute offers three-year fellowships to train, support, and empower arts managers around the world.

FELLOWSHIPS

The Institute's fellowship program is offered free of charge to arts managers from across the United States and around the world who are selected through a competitive application process. These fellows attend a four-week program in residence at the University of Maryland each summer for three consecutive years.

FELLOWSHIPS INCLUDE:

- Intensive academic training in nonprofit management, finance, planning, fundraising, evaluation, and marketing
- Hands-on work rotations in a performing arts or visual arts institution
- Intensive, collaborative group work
- Ongoing personalized mentoring, both during and between the monthlong residencies

Graduates of the fellowship programs have gone on to senior positions at such organizations as the American Conservatory Theater (San Francisco), Bosnian National Theatre Zenica, Ciudad Cultural Konex (Argentina), Cultural Center of the Philippines, Dance UK, Estonian Philharmonic Chamber Choir, Ivan Honchar Museum & National Center of Folk Culture (Ukraine), Lincoln Center for the Performing Arts (New York), Los Angeles Chamber Orchestra, Mexican Center for Music and Sonic Arts, Moscow Virtuosi Chamber Orchestra (Russia), Nashville Children's Theatre, National Arts Council of Zimbabwe, National Centre for the Performing Arts (China), Queensland Performing Arts Centre (Australia), Singapore Repertory Theatre, and Vancouver International Film Festival (Canada).

"The Fellowship is intellectually rigorous, outstandingly well-structured and organized, and enlightening in bringing together a truly global network of arts managers. Insights from Michael Kaiser, Brett Egan, guest speakers, and other Fellows shape my work in the UK from day to day."
Simon Fairclough, Fellow and Director of Development, City of Birmingham Symphony Orchestra Birmingham, UK

THE CYCLE

DeVos Institute training is rooted in a simple, but comprehensive, methodology developed through decades of observation and management of arts organizations in the United States and around the world.

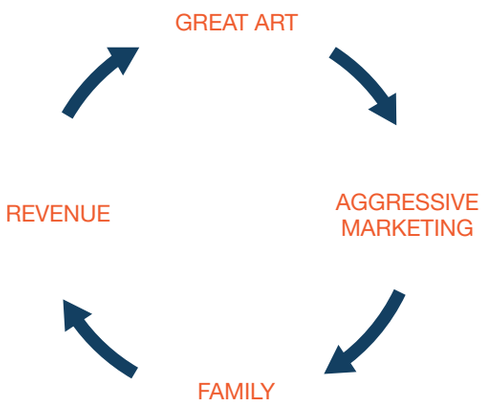
Regardless of art form, geography, or size, the Institute has observed thriving arts organizations hold several core characteristics in common:

- 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 even bolder programming that, when marketed well, entices an ever-larger, more diverse, generous, and connected family.

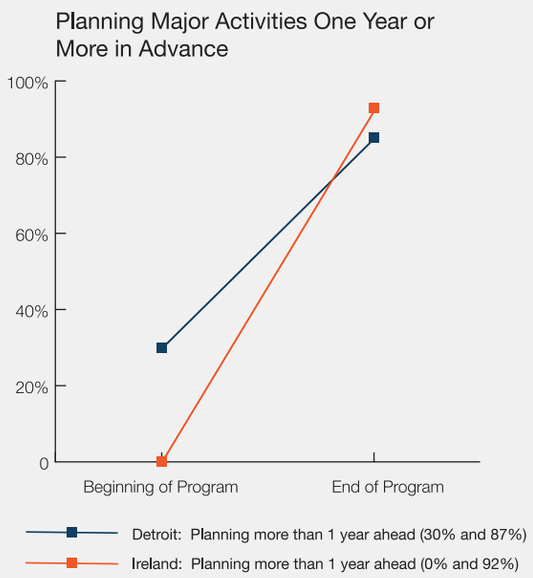
When this repeats year after year, all stakeholders—staff, board, and family—sense they are part of a strong, successful enterprise, and they grow more generous and productive. These organizations grow incrementally, building capacity day by day, better positioned to sustain their programs and communities for years to come.

The Institute refers to these activities—great art, aggressive marketing, family, and fundraising—as a "Cycle" of planning.

The DeVos Institute sees this Cycle at work in successful organizations of all types and sizes, urban and rural, and in the United States and around the world.



IMPACT



The DeVos Institute's training programs for communities balance universal best practices with rigorous study of local conditions to deliver timely, practical advice for managers and their boards in cities throughout the world.

Recent programs in Detroit, Michigan (2010–12) and Dublin, Ireland (2012–14) focused on revenue diversification under difficult economic circumstances. Deep recessions in both regions had decimated foundation, corporate, and government funding; parallel losses in earned revenue followed shortly thereafter.

While program participants differed in scale, artistic discipline, capacity, and background, most recognized that a shift in organizational strategy and culture was a necessity. Even for those that had entered the recession on firm footing, most participants in both cities came to the program aggressively seeking new sources of revenue.

The Institute entered both communities in partnership with local leadership, utilizing its theory of management, the Cycle, as the framework for a three-part training program consisting of group seminars, online master classes, and extensive one-on-one consultation.

AN EMPHASIS ON WORLD-CLASS PROGRAMMING

Each program began with a study of the conditions required to produce high-quality, transformational programming. In both Detroit and Ireland, the historical dominance of corporate and public philanthropy—often made on an annual basis—had lulled many organizations into an 11-month planning cycle; the art was "following the money." When that money became increasingly unpredictable, the scale and quality of the art took a hit in many instances. A frustrating "Catch-22" resulted: the short planning timeframe was inhibiting organizations from attracting the best artistic collaborators, sufficiently marketing their offerings, exciting and engaging their "family" of supporters, and attracting new donors.

The first step—both a leap of faith and a key strategy—was to begin to dream again, and to share that vision more broadly and more often. By extending their planning timeframes, organizations began to give themselves the time required to market their offerings more aggressively and build a more diverse base of support. They also opened new paths of communication with key funding partners, including their counterparts in government and private philanthropy.

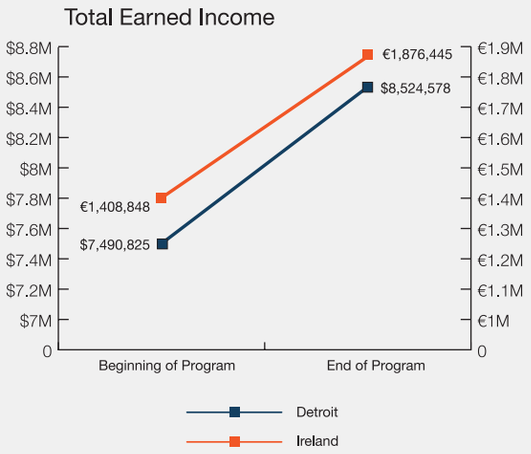
- The number of organizations planning programming less than one year in advance decreased by 92 percentage points in Ireland and 57 in Detroit.
- The number of organizations planning programming more than two years in advance increased by 17 percentage points in Ireland and 6 in Detroit.

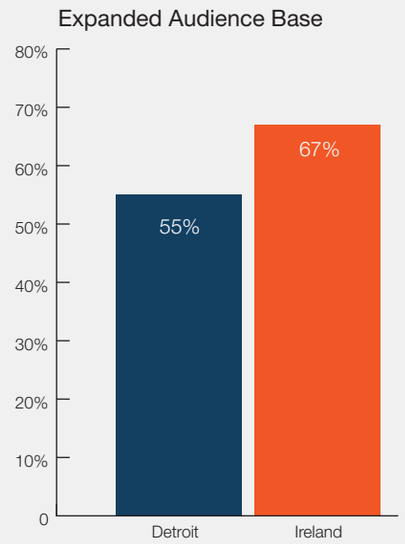
TWO STRATEGIES FOR AGGRESSIVE MARKETING

To produce adventurous and meaningful art, organizations must compete aggressively for audiences' attention and loyalty through effective marketing. Programmatic marketing sells tickets and drives participation, while institutional marketing emphasizes creative use of organizational assets to elevate visibility, create loyalty, and build enthusiasm. Through training in both perspectives on marketing, participating organizations reported significant growth in earned income from ticket sales, fees, merchandise, and other sources.

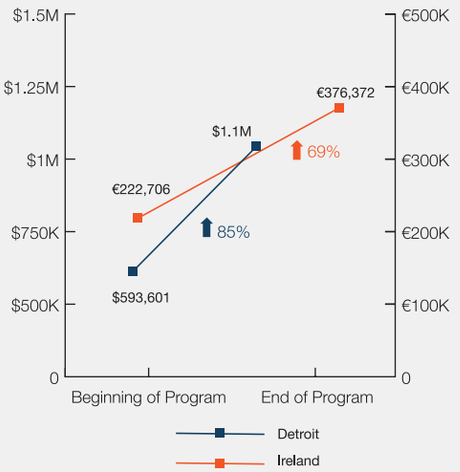
- In Detroit, total earned income increased 14 percent—an average of $51,688 per organization—on a median annual budget of $487,000.
- In Ireland, 58 percent of responding organizations increased earned income, and by an average of 54 percent, or 6 percent of total annual revenue.

Additionally, a majority of participants in both programs expanded their reach to serve new audiences—another key indicator of marketing effectiveness, engagement, community impact, and financial diversification.

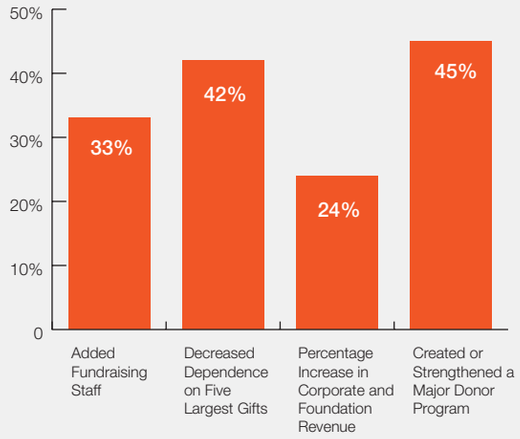




Increased Contributions from Individual Donors



Ireland: Key Performance Indicators in Fundraising



FUNDRAISING

In both environments, fundraising posed specific challenges. Detroit's deep economic recession eroded the historical dominance of generous foundations and corporate philanthropy—and exposed the need for private philanthropy. In Ireland, public subsidy had, for most organizations, replaced the need for meaningful private investment. In both environments, most organizations required a culture shift toward a more broad-based approach to revenue diversification. Through a focus on building an increasingly diverse "family" of donors, foundation officers, board members, and volunteers, participants in both programs delivered impressive results:

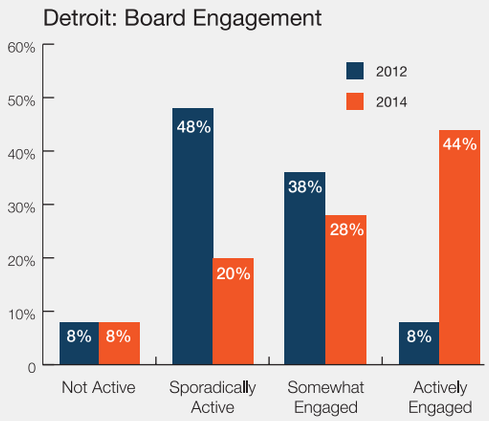
- In Detroit, contributions from individuals increased 85 percent, from $593,601 to $1.1 million across the cohort.
- In Ireland, where private philanthropy is nascent, total contributions from individuals increased by 69 percent, from €222,706 to €376,372.
- In Detroit, the number of individual donors to participating organizations increased by 29 percent.
- In Ireland, the number of individual donors increased by 16 percent.
- In Ireland, 42 percent of organizations decreased dependence on their top five largest gifts as a percentage of their total contributed income, indicating progress on donor diversification.

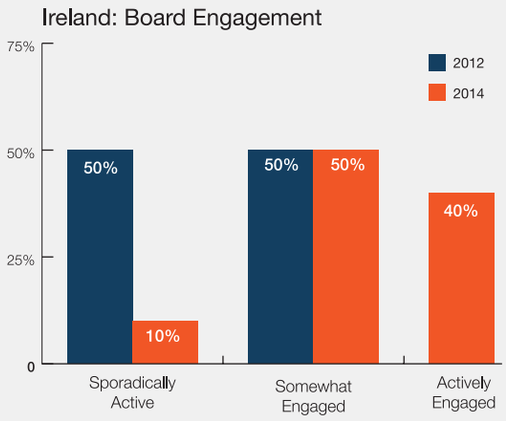
BOARD PRODUCTIVITY AND ENGAGEMENT

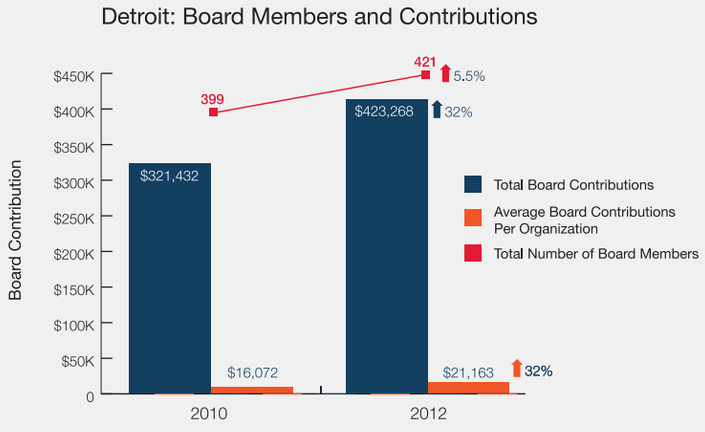
The role of volunteer trustees varies by environment and organization. But one principle applies in virtually every context: nonprofit staffs can rarely build a truly diverse, growing family on their own, and the goodwill and ambassadorship of others are essential. The role of the American board is, almost without exception, to provide governance and to raise funds on behalf of the organization. Increasingly, boards in other parts of the world are embracing fundraising as a core responsibility. However, many staffs have yet to provide their busy, volunteer trustees with the structure required to be effective fundraisers; similarly, many boards have yet to focus their energy on activities that will truly move the mission and finances of the organization forward. These issues received heightened focus as part of both the Detroit and Ireland programs. As a result:

- 65 percent of organizations in Detroit reported a meaningful increase in board engagement, resulting in an expanded board, a more productive board, or more board giving.
- In Ireland, 90 percent of organizations reported an engaged board, up from only 50 percent at the beginning of the program and indicative of strong progress on a fundamental indicator of an organization's fundraising strength.

These results from Detroit and Ireland are indicative of the goals of the DeVos Institute's programs. More information on the impact of the Institute's work with arts organizations around the world can be found at www.devosinstitute.net.







PUBLICATIONS

DeVos Institute publications offer practical, accessible guidance for arts managers and their boards.

"Kaiser has created a concise handbook for achieving success ... this volume is prescriptive, straightforward, and realistic."
Publisher's Weekly
Review of ***The Cycle: A Practical Approach to Managing Arts Organizations***

Curtains? The Future of the Arts in America by Michael M. Kaiser. By examining emerging trends in the field, this book explores the factors that will shape the arts sector over the next 20 years.

The Cycle: A Practical Approach to Managing Arts Organizations by Michael M. Kaiser with Brett E. Egan. This volume describes the Institute's approach to managing sustainable arts organizations through a series of practical examples, illustrations, evaluation templates, and planning tools. (In English. Short-form versions are available in English, Arabic, Croatian, Czech, Mandarin, Portuguese, Russian, Spanish, Ukrainian, and Vietnamese.)

The Art of the Turnaround: Creating and Maintaining Healthy Arts Organizations by Michael M. Kaiser. This distillation of best practices learned through Kaiser's nearly three decades of work with troubled cultural organizations provides a practical framework for any manager or board member facing—or planning to avoid—a turnaround.

Leading Roles: 50 Questions Every Arts Board Should Ask by Michael M. Kaiser. A need-to-know primer in board governance for arts trustees worldwide.

Strategic Planning in the Arts: A Practical Guide by Michael M. Kaiser. A step-by-step primer on the Institute's strategic planning process. (Available in English, Arabic, Czech, and Spanish)



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A REPRESENTATIVE LIST OF

RECENT CLIENTS AND TRAINING PROGRAM PARTICIPANTS

With consulting and training engagements across all artistic disciplines, the DeVos Institute has worked with clients and program participants that include:

- Alaska Native Heritage Center (Anchorage, Alaska)
- Arab American National Museum (Dearborn, Michigan)
- ArtPrize (Grand Rapids, Michigan)
- AS220 (Providence, Rhode Island)
- Asian Arts Initiative (Philadelphia, Pennsylvania)
- Baltimore Museum of Art (Baltimore, Maryland)
- Charles H. Wright Museum of African American History (Detroit, Michigan)
- City of Philadelphia Mural Arts Program (Philadelphia, Pennsylvania)
- Colorado Music Festival (Lafayette, Colorado)
- Cooper Hewitt, Smithsonian Design Museum (New York, New York)
- Croatian National Theatre in Varaždin (Varaždin, Croatia)
- Dallas Black Dance Theatre (Dallas, Texas)
- DuSable Museum of African American History (Chicago, Illinois)
- El Museo del Barrio (New York, New York)
- Fort Worth Symphony Orchestra (Fort Worth, Texas)
- Grand Rapids Symphony (Grand Rapids, Michigan)
- Harlem School of the Arts (Harlem, New York)
- Ho Chi Minh City Ballet, Symphony, and Opera (Ho Chi Minh City, Vietnam)
- Irish Museum of Modern Art (Dublin, Ireland)
- La MaMa Experimental Theatre Club (New York, New York)
- Memphis Brooks Museum of Art (Memphis, Tennessee)
- Miami City Ballet (Miami, Florida)
- Movimiento de Arte y Cultura Latino Americana (San Jose, California)
- The Muny (St. Louis, Missouri)
- Museum of Contemporary Art Zagreb (Zagreb, Croatia)
- Museum of Contemporary Art Detroit (Detroit, Michigan)
- National Black Arts Festival (Atlanta, Georgia)
- National Carnival Commission (Port of Spain, Trinidad and Tobago)
- National Concert Hall (Dublin, Ireland)
- National Gallery of Ireland (Dublin, Ireland)
- National YoungArts Foundation (Miami, Florida)
- New York Historical Society (New York, New York)
- Nickelodeon Theatre (Columbia, South Carolina)
- Oregon Historical Society (Portland, Oregon)
- Oregon Symphony (Portland, Oregon)
- Park Avenue Armory (New York, New York)
- Pennsylvania Ballet (Philadelphia, Pennsylvania)
- Philadelphia Theatre Company (Philadelphia, Pennsylvania)
- Royal Opera House Muscat (Muscat, Oman)
- RTÉ National Symphony Orchestra (Dublin, Ireland)
- Schwarzman Center at Yale University (New Haven, Connecticut)
- StoryCorps (Brooklyn, New York)
- Texas Ballet Theater (Fort Worth, Texas)
- trinidad + tobago film festival (Port of Spain, Trinidad and Tobago)
- Vietnam National Academy of Music (Hanoi, Vietnam)
- Wallis Annenberg Center for the Performing Arts (Beverly Hills, California)
- Weston Playhouse Theatre Company (Weston, Vermont)
- Wexford Festival Opera (Wexford, Ireland)
- Youth Speaks (San Francisco, California)

The DeVos Institute has received support for its work from funding partners worldwide, including the American Express Foundation; Arkansas Arts Council; Arts Council England; Bloomberg Philanthropies; Dick and Betsy DeVos Family Foundation; DTE Energy Foundation; Dyer-Ives Foundation; Ford Foundation; Frey Foundation; Grand Rapids Community Foundation; John S. and James L. Knight Foundation; Kresge Foundation; Miami-Dade County Department of Cultural Affairs; Michigan Council for Arts and Cultural Affairs; Ministry of Arts and Multiculturalism of Trinidad and Tobago; Ministry of Culture of the Republic of Croatia; Ministry of Culture, Sports, and Tourism of Vietnam; Oregon Community Foundation; Steelcase Foundation; Trust for Mutual Understanding; Upper Manhattan Empowerment Zone; and U.S. Department of State.

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 the educational and artistic programming for the United States' center for the performing arts, 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 the Executive Director of the Royal Opera House, the largest performing arts organization in the United Kingdom. During his tenure with the Royal Opera House, it erased its historic accumulated deficit, completed a £214 million redevelopment of the facility, created an endowment fund, and greatly increased its level of support from the private and public sectors.

Prior to joining the Royal Opera House, Mr. Kaiser was Executive Director of American Ballet Theatre, where he erased its entire historic accumulated deficit, created a second company, greatly expanded national and international touring activity, and built an acclaimed series of education programs. During his tenure as Executive Director of the Alvin Ailey American Dance Theater Foundation, the Company erased its accumulated deficit, expanded its school, and increased all forms of revenue. He has also served as General Manager of the Kansas City Ballet, where he erased the company's deficit.

Mr. Kaiser received his master's degree in management from the MIT Sloan School of Management and his bachelor's degree in economics *magna cum laude* from Brandeis University. He has been an Adjunct Professor of Arts Administration at New York University and a Lecturer at the University of the Witwatersrand in Johannesburg.

He received the *Dance Magazine* Award in 2001, Capezio Award in 2002, Helen Hayes *Washington Post* Award for Innovative Leadership in the Theater Community in 2003, the St. Petersburg 300 Medal in 2004, a U.S. Department of State citation in 2005, and the Blacks in Dance Award in 2005. He was named Washingtonian of the Year in 2005 and was the first American to receive China's "Award for Cultural Exchange" in 2005. In 2006, he was awarded the Order of the Mexican Eagle and was named Impresario of the Year by Musical America. In 2009, Mr. Kaiser received the George Peabody Medal for Outstanding Contributions to Music in America and the Kahlil Gibran "Spirit of Humanity" Award from the Arab American Institute Foundation. The King of Sweden named Mr. Kaiser a Commander of the Order of the Polar Star in 2013, and the Finnish government named him a Commander of the Order of the Lion of Finland in 2014. He holds honorary doctoral degrees from Georgetown University and the University of Missouri-Kansas City.

BRETT EGAN, *PRESIDENT*

Brett Egan leads the Institute's team of consultants and teachers in projects on six continents, supporting organizations and executives in every arts industry on a range of short- and long-term concerns, including strategic planning, artistic planning, marketing, community engagement, human resource development, and fundraising.

In the United States, Mr. Egan leads multiyear capacity building initiatives in partnership with the Ford Foundation, supporting community-based organizations from Ajo, Arizona and Anchorage, Alaska to Providence and Miami; a two-year partnership with Bloomberg Philanthropies providing training for 261 organizations in Chicago, Detroit, Dallas, Los Angeles, San Francisco, and Boston; regional training intensives in Portland, San Jose, and Grand Rapids; a one-year initiative serving 15 spoken word organizations in partnership with Youth Speaks; a three-year Fellowship for arts leaders from around the world; and long-term consultancies with private clients.

Under Mr. Egan's leadership, the DeVos Institute has delivered multiyear, first-of-their-kind training programs in Ireland, Croatia, Trinidad and Tobago, Vietnam, and the United Kingdom in partnership with governments and local arts leadership.

His work with private clients includes long-term strategic planning, financial planning, community engagement, human resource development and training, board training, and organizational transformation. On behalf of several clients, he has served as the interim director while permanent leadership is sought.

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. Mr. Egan led the organization through a successful first season with performances by Placido Domingo, Renée Fleming, and Andrea Bocelli; the Mariinsky Ballet, La Scala Ballet, and American Ballet Theatre; the Royal Philharmonic, Vienna Philharmonic, and the London Philharmonic Orchestra; and four operas including Franco Zeffirelli's Metropolitan Opera production of *Turandot* and the world premiere of a new *Carmen* commissioned and produced by the Royal Opera House. In 2013, Mr. Egan again supported the Opera House in its development of the first library of musical arts and education on the Arabian Peninsula.

From 2006 to 2009, Mr. Egan served as Executive Director of the New York-based modern dance company Shen Wei Dance Arts, which toured an average of two dozen cities worldwide each year, was a Kennedy Center resident company, and was a principal contributor to the 2008 Olympic Opening Ceremonies in Beijing. Prior to 2006, Mr. Egan worked with a variety of cultural organizations including Lincoln Center Theater, New York Theater Workshop, the Annie Leibowitz Studio, and Santa Fe Opera.

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

Mr. Egan graduated *magna cum laude* from Harvard University with a degree in Cultural and Performance Theory, received the Antarctic Service Medal and a Princess Grace Fellowship (Monaco), and wrote a travel guide on the Trans-Siberian Railroad.

CLAUDETTE DONLON, *CHIEF OPERATING OFFICER*

Claudette Donlon oversees the DeVos Institute's financial, human resources, and operational systems. She also serves as a consultant and provides oversight of the Institute's training programs.

Ms. Donlon was Executive Vice President of the John F. Kennedy Center for the Performing Arts from 2001 to 2015. In this role, she was responsible for facilities management, security, human resources, information technology, production, food service, garage operations, and capital projects. During her tenure at the Kennedy Center, she led and managed the planning, development, and implementation of approximately 30 capital projects with an aggregate budget of more than $200 million. Ms. Donlon also oversaw all personnel-related matters, including benefits, employee and labor relations, and compliance for approximately 1,200 employees and members of 12 unions.

Ms. Donlon previously served as a senior administrator at the Ethical Culture Fieldston School, American Ballet Theatre, the Jewish Museum, and Kansas City Ballet. She earned her MBA from Boston University and a bachelor's degree from Bucknell University.

DANIEL J. HAGERTY, *SENIOR CONSULTANT*

Prior to joining the DeVos Institute, Daniel J. Hagerty was Executive Director of Miami City Ballet, where he worked closely with Artistic Director Lourdes Lopez to guide the $15 million company through a period of transition. Mr. Hagerty oversaw administrative, marketing, development, press, and finance functions; launched a new strategic plan; initiated numerous successful fundraising campaigns; and helped steer the company through its transition from founding leadership.

Mr. Hagerty previously served as Director of Individual Campaigns at the Kennedy Center, where he planned and executed an annual fundraising campaign of more than $25 million. Mr. Hagerty also worked as a producer for PBS affiliate WETA-TV in Washington, D.C. He graduated *magna cum laude* from Boston University.

SERVICES AT A GLANCE

Strategic Planning and Implementation Support

Other Planning and Implementation Services

- Capital campaigns
- Endowments
- Interim management
- Programmatic and institutional marketing
- Pricing
- Planning, operating, and sustaining new cultural institutions
- Season and program design

Private Intensives for Individual Organizations

- Launching the strategic planning process
- Reviewing and updating a current strategic plan
- Reviewing and updating the organizational mission
- Establishing and reviewing board and staff roles and responsibilities
- Crisis management
- Department-specific training

Organizational Audit

- Total organizational performance
- Board structure and performance
- Financial structure and performance
- Marketing operations
- Fundraising operations
- Staffing structure

Cultural Institutions in Development

- Staff training
- Facility 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

Capacity Building Intensives

- In communities throughout the United States
- In countries worldwide

National and Regional Board Development Intensives

Fellowships for Arts Managers

Publications

- *Curtains? The Future of the Arts in America*
- *The Cycle: A Practical Approach to Managing Arts Organizations*
- *The Art of the Turnaround: Creating and Maintaining Healthy Arts Organizations*
- *Leading Roles: 50 Questions Every Arts Board Should Ask*
- *Strategic Planning in the Arts: A Practical Guide*

DeVOS INSTITUTE
OF ARTS MANAGEMENT
AT THE UNIVERSITY OF MARYLAND

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