

---

## The DeVos Institute Cycle Audit

---

### Overview

The Cycle Audit is a practical, lean, swift assessment of an organization's capacity in each area of the Cycle: artistic and program planning, marketing, board and "family," fundraising, and other revenue.

The Audit is not a strategic plan; rather its result is a renewed focus on the most salient issues facing an organization and a series of short-term (e.g. one year) recommendations designed to stabilize or strengthen an organization in key areas. The Audit consists of both a rigorous self-diagnosis and deep study by senior Institute consultants.

The Cycle is a theory of organizational activity that prioritizes investment in great art: When bold art is marketed aggressively, an organization attracts a family of energized ticket-buyers and patrons. The income produced by this family is reinvested in more art that, when marketed well, builds a larger, even more diverse family. When this cycle repeats year after year, the organization incrementally and sustainably builds capacity, presence, and health.

In addition to the Cycle Audit, the Institute offers discipline-specific audits in: board structure and performance, financial structure and performance, marketing, fundraising, and staffing structure. Other areas are considered on request.

### Cycle Audit Services

The Cycle Audit, which typically takes three months, entails:

- A group discussion of the Cycle, its planning framework, and the roles and responsibilities of staff and board in its implementation;
- Analysis by the Institute of organizational data, materials, records, and practices in programming, development, marketing, board, and management;
- Completion by board and staff of a rigorous self-diagnostic;
- Interviews with board, staff, and other stakeholders in each area of the Cycle;

The Cycle Audit results in an approximately 10–15 page written assessment that articulates:

- Recommendations in five key areas in which the organization must prioritize attention in the short term;
- Performance indicators to track progress toward recommended outcomes;
- An implementation timeline;
- Specific outcomes to seek in a long-term planning effort in each area.