

CAPACITY BUILDING GRAND RAPIDS

ABOUT THE PROGRAM

The Dick and Betsy DeVos Family Foundation, in partnership with the DeVos Institute of Arts Management, is pleased to announce **Capacity Building: Grand Rapids**, a two-year technical assistance and strategic planning intensive for up to 15 arts and cultural organizations throughout greater Grand Rapids, Michigan, and its surrounding towns.

Launching in January 2025, the program is fully underwritten by the Dick and Betsy DeVos Family Foundation.

The non-profit sector is changing rapidly, but certain fundamentals remain: all organizations require highly distinctive programming, vigorous marketing campaigns, strong boards, and a robust family of donors, members, and funders.

Though these elements may seem straightforward, they can be challenging to develop and sustain. This is the key role of the program: to assist participating organizations in their efforts to develop consensus on mission, vision, and values, and to put in place simple, effective, and right-sized strategies to execute in each of these essential areas of practice.

Capacity Building: Grand Rapids will provide in-depth training and consultation for executive staffs and board leadership modeled on the Institute's planning methodology, The Cycle. This methodology – which is now used by thousands of organizations worldwide, and is widely taught throughout management courses in the United States and beyond – is designed to support ambitious program planning, pragmatic financial planning, productive board engagement, and effective marketing practice.

In addition, the Institute will work with each participating organization, one-on-one, to conduct a strategic planning process that will result in a bespoke, five-year strategic plan.

The strategic planning process will be followed by six months of implementation support to assist the organization in enacting key strategies developed through the planning process.

Lastly, to expand its service to the local arts ecology, the program will provide up to five Next Generation Leadership Development Fellowships to up-and-coming leaders within the nonprofit sector of the greater Grand Rapids area.

Since 2001, when the Institute was founded by Michael M. Kaiser at the John F. Kennedy Center for the Performing Arts, the DeVos Institute's capacity building programs for non-profit managers and their boards have served more than 2,000 organizations in over 30 diverse communities throughout the United States and around the world. Taken together, these programs represent the most comprehensive capacity building effort for the arts, culture, heritage, and humanities sectors in the United States.

ENCLOSURES

- About The Cycle
- Program Components
- The Strategic Planning Process
- The Application and Selection Process
- The Program Partners

DEADLINE TO APPLY: FRIDAY, NOVEMBER 1, 2024

APPLICATIONS AND MORE INFORMATION AVAILABLE: [HERE](#)



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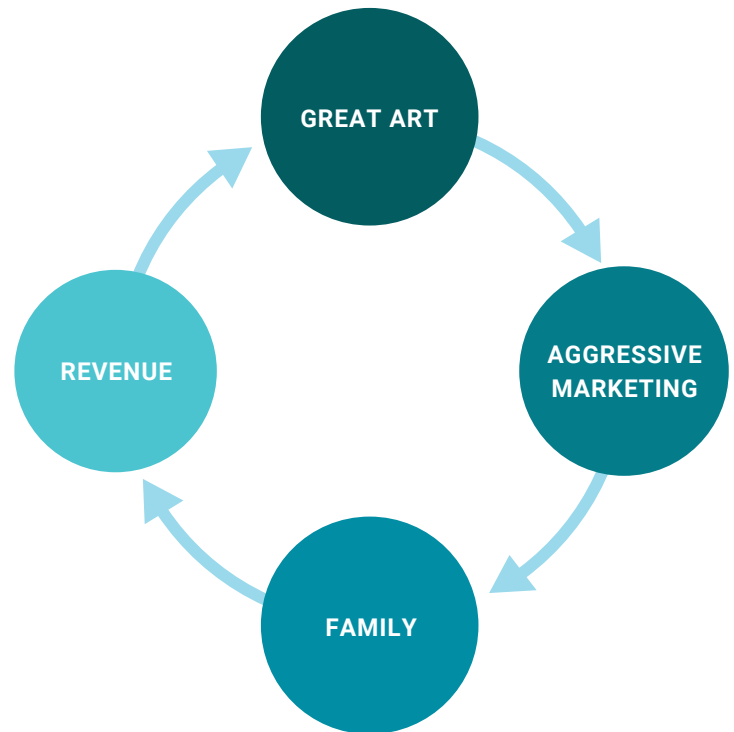
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About The Cycle

The Cycle is a simple, but comprehensive, theory of non-profit sustainability. This practical philosophy observes 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, 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 necessary infrastructure, as well as 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 those 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.



THE CYCLE AUDIT

Participating organizations will be asked to evaluate their progress throughout the program using the Institute’s Cycle Audit. This self-assessment survey provides a structure for organizations to set goals and report on their status at the beginning and end of the program in key capacity areas.

Using this data, participants will assess their organization’s financial and operational position prior to the start of the process and on completion of it.

In particular, the Cycle Audit will be used to determine several important indicators of return including:

- Change in planning and management behaviors
- Change in gross revenues, revenue sources, and profit/loss
 Change in Board behavior, engagement, and financial productivity
- Change in numbers of individuals served
- Change in role in economic development of the region

Program Components

GROUP INTENSIVES

The program includes a total of six group intensives offering support in the following areas:

- The Cycle and Artistic Planning
- Institutional and Programmatic Marketing
- Fundraising and Revenue Diversification
- Strategic Planning and Implementation

Intensives are led by Chairman Michael M. Kaiser and President Brett Egan, as well as Institute senior staff and advisors. Each organization's executive director, artistic director (or comparable staff member), and board chair (or senior board member) are encouraged to attend each intensive.

BOARD INTENSIVES

A three-part Board Development Intensive will address critical challenges facing board and staff leadership in today's complex environment, and offer accelerated support for this relationship. Additionally, it will include training for current and prospective board members. This program includes three 90-minute sessions tailored for executives, chairs, and board leadership.

STRATEGIC PLANNING

The strategic planning process will produce a comprehensive road map for increased effectiveness in long-term programming; marketing and communication; community and volunteer engagement; cross-sector collaboration; fundraising; and board engagement. (See overleaf for more information.) Planning will be followed by six months of implementation support.

FELLOWSHIP

The Next Generation Leadership Development Fellowship is designed to support and empower emerging leaders. It seeks to cultivate the next generation of changemakers dedicated to advancing their organizations and communities through a hands-on leadership development experience that combines nonprofit management training with real-world application.

Up to five Fellows, recognized for their leadership potential and commitment to driving meaningful impact, will be selected through a competitive application process, and invited to participate in all aspects of the training program.

PROGRAM TIMELINE

Jan. 30, 2025	Intensive 1: The Cycle and Artistic Planning
Feb. 27, 2025	Intensive 2: Institutional and Programmatic Marketing
Mar. 20, 2025	Intensive 3: Fundraising and Revenue Diversification Board Intensive 1: Ideal Board
Apr. 24, 2025	Board Intensive 2: Ideal Board cont.(virtual)
May 22, 2025	Intensive 4: Strategic Planning Board Intensive 3: Five Essential Roles
Feb. 12, 2026	Intensive 5: Strategic Plan Implementation (virtual)
Dec.10, 2026	Intensive 6: Capstone



The Strategic Planning Process

THE PLANNING PROCESS ENTAILS:

A thorough review of the organization's mission as an effective fundraising, marketing, and management tool;

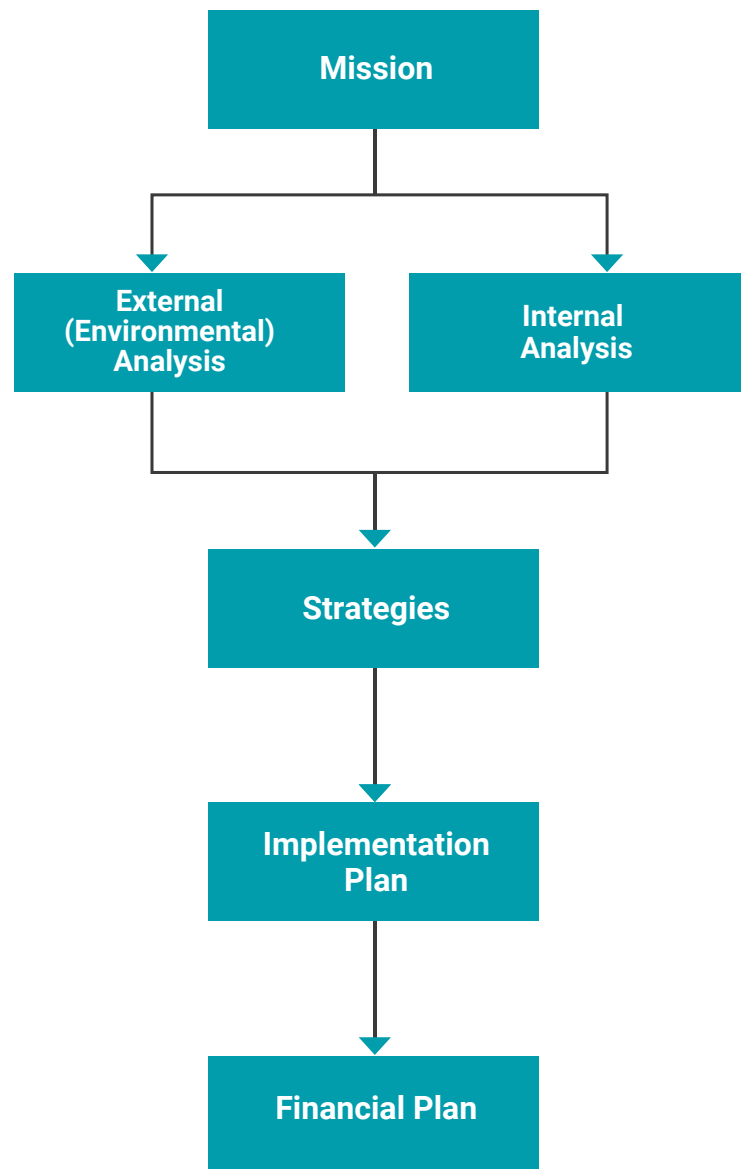
An environmental analysis, conducted by the Institute, that evaluates the relevant field(s) and identifies what is required for success among organizations of similar structure, scope, and user base, as well as evaluates how the environment around the organization is changing;

An internal analysis, conducted by the Institute, that determines how the organization compares, at present, to what is required for success given the factors unearthed through the environmental study;

Strategy development, conducted by the Institute in collaboration with the organization, based on the environmental and internal analyses;

A detailed implementation plan, developed by the Institute in partnership with the participating organization, that outlines tactics required to execute each strategy, assigning responsibility for each, and a deadline for their completion;

And a financial plan, developed jointly by both parties, that projects the income and expense structure of the organization over the full timeframe of the plan, accounts for the resources required to implement each strategy, and projects the benefits expected as a result.



The Application & Selection Process

SELECTION

Consideration will be given to each organization's goals, financial status, program plans, and commitment to the program. An interview with key leadership may be requested as part of the selection process. As a result, this process will prioritize assembling a cohort of dynamic, diverse arts and culture organizations.

APPLICATION

The **Capacity Building: Grand Rapids** application must be completed online. The form can be accessed [HERE](#).

Applications are due **Friday, November 1**. Participants will be notified by mid-December.

INFORMATION SESSION

An Information Session will be held on **Thursday, October 3** from 1:00 – 2:00 pm ET. Institute President Brett Egan will discuss the program and respond to questions potential applicants may have as they prepare their materials for submission.

Registration is required. Interested parties may register [HERE](#) by **Tuesday, October 1** to receive session details.

APPLICATION TIMELINE

Sept 24, 2024	Applications become available
Oct 3, 2024	Online Information Session
Nov 1, 2024	Applications due
Nov - Dec	Application review & interviews
Dec 12, 2024	Participant notifications

ELIGIBILITY

This opportunity is open to arts and culture organizations in the greater Grand Rapids area and surrounding towns.

The program's training and curriculum is applicable to a broad cross-section of cultural disciplines, including:

- Presenting and producing companies (dance, theatre, music, opera, etc.)
- Accredited museums and galleries (visual, historical, science)
- Community-based cultural centers and service organization
- Non-profit film and media practitioners
- Arts education providers
- Arts advocacy organizations
- Non-profit arts-adjacent fields, including but not limited to botanical gardens, literary organizations, and historical societies and properties

Successful applicants will be able to provide:

- A compelling rationale for participation
- A signed commitment by executive, artistic, or board leadership (or equivalent)
- The previous year's audited financial statements and current year budget
- Evidence of at least three years of operation and programming
- Evidence of at least one permanent staff member (or part-time equivalents)
- Evidence of an annual operating budget of at least \$100,000

QUESTIONS?

For further information, please visit the [Capacity Building: Grand Rapids](#) program website.

Questions may also be directed to Marie Gossman Thomas at CapacityBuilding@DeVosInstitute.net.



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ABOUT THE DEVOS INSTITUTE

The DeVos Institute of Arts Management provides training, consultation, and implementation support for arts, culture, education, and humanities institutions worldwide. Since its inception in 2001 at the John F. Kennedy Center for the Performing Arts in Washington, D.C., the Institute has advised more than 2,000 organizations from over 80 countries in the implementation of a wide variety of planning and operational objectives.

Foremost amongst its services is the development of practical strategic and business plans to support advanced operational stages. In this work the Institute has advised a broad range of institutions in the United States, Europe, Asia, and the Middle East including the Apollo Theater (New York City), the American Repertory Theater at Harvard University (Cambridge, MA); the Yale Schwarzman Center (New Haven, CT); Qatar Foundation (Doha, Qatar), The National Kaoshiung Center for the Arts (Taiwan), Motown Museum (Detroit, MI), the National Symphony Orchestra (Washington, D.C.); Cooper Union (New York City); The National September 11 Memorial and Museum (New York City), the Serpentine Galleries (London); and the Royal Opera House Muscat (Oman), to name a few.

These services often combine the development of program planning; marketing and fundraising strategy; board development; and financial planning with comprehensive capital campaign planning services that assist organizations in determining right-size and fundraising potential. Campaign planning and implementation services support clients in the development of campaign goals and budgets; calibrating goals to market as advised by robust feasibility analysis; source prospecting, cultivation, and solicitation; anticipating the impact of the campaign on the core operation; identifying and structuring campaign leadership; and campaign implementation.

In this work, the Institute has developed expertise in a wide range of arts, culture, humanities and educational institutions, including performing and presenting organizations, museums, galleries, art schools, libraries, universities, public media, public art trusts, and nonprofit filmmaking institutions. Recent, representative clients illustrating this range of application include the National Public Radio Foundation (Washington, D.C.); the Sundance Institute (Park City, UT and Los Angeles, CA); the City of Philadelphia Mural Arts Program; the Park Avenue Armory (New York City); the Charles H. Wright Museum of African American History (Detroit, MI); the National YoungArts Foundation (Miami, FL); the Loggerhead MarineLife Center (Jupiter, FL); Miami City Ballet (Miami, FL); the LongHouse Reserve (East Hampton, NY); Santa Monica College and the Broad Stage (Santa Monica, CA); and Public Art Fund (New York City).

As a consultant and educator, the Institute has been engaged by national, state, and local governments as well as leading philanthropies to provide long-term, intensive training and support for thousands of cultural organizations in over 30 American cities and over a dozen countries around the globe. These philanthropies include the Ford Foundation, for which the Institute led a multi-year initiative to support 27 diverse organizations throughout the United States in the development of right-sized, sustainable infrastructure. Other recent philanthropic and government partners include the national funding and/or arts agencies of England, Ireland, the Czech Republic, Vietnam, Norway, Croatia, Trinidad and Tobago, Oman, and Taiwan.

In partnership with Bloomberg Philanthropies, the Institute has led the most comprehensive known capacity building program in United States history.



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ABOUT THE DEVOS INSTITUTE (CONTINUED)

Through this partnership, which extended from 2009 to 2022, the Institute trained and/or consulted over 700 organizations in fourteen American cities: Atlanta, Austin, Baltimore, Boston, Chicago, Dallas, Denver, Detroit, Los Angeles, New Orleans, New York City, Pittsburgh, San Francisco, and Washington, D.C.

In 2018, in partnership with the Cultural Council of Palm Beach County, the Institute led the formation of Council's Institute for Cultural Advancement with a year-long training and planning intensive for ten Palm Beach County-based arts, culture, and humanities institutions. This program, focused on catalytic fundraising, supported a wide diversity of institutions in the evaluation of current fundraising capacity; campaign feasibility analysis; and the construction, strengthening, or implementation of current campaign plans.

Other philanthropies by which the DeVos Institute has been recently engaged as a consultant or service provider include the American Express Foundation; Bank of America; Business to Arts (Ireland); DTE Energy 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; the Murdoch Trust; the Oregon Community Foundation; Steelcase Foundation; Trust for Mutual Understanding; Upper Manhattan Empowerment Zone; and the U.S. Department of State.

ABOUT THE DICK AND BETSY DEVOS FAMILY FOUNDATION

The Dick and Betsy DeVos Family Foundation aims to train, equip, support and develop leaders. By building capacity, leaders are empowered to become more effective in leading people and organizations.

"With the invaluable help of the DeVos team through training and workshops, we developed a new road map on how to strengthen and align our efforts, plan long term, and importantly, tell our whole story. We are ready to embark on the next steps of a strategic plan that secure AFS's ability to make independent filmmaking and global film culture accessible in Austin and in Texas over the long haul."

Rebecca Campbell, Program Participant
 Chief Executive Officer, Austin Film Society
 Austin, Texas

"This program guided us through a strategic planning process that strengthened our organization on multiple levels. Capacity Building training provided us with tools and frameworks that allowed us to take a critical look at our operations. As a direct result of this process, we also strengthened our organizational structure. By identifying areas that needed improvement, we were able to streamline our operations and enhance collaboration among our staff, board, and volunteers. This led to a more cohesive and motivated team, which in turn improved our ability to engage with the community and deliver on our mission. Overall, the strategic planning process has empowered the TCHM to become a more resilient and responsive institution, better equipped to fulfill our mission."

Erica Layton, Program Participant
 Executive Director, Tri-Cities Historical Museum
 Grand Haven, Michigan



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