

# GLOBAL ARTS MANAGEMENT FELLOWSHIP

## Strategic management training for arts and cultural executives

### Application Deadline: November 18, 2022

The DeVos Institute Fellowship serves entrepreneurial executives in the arts and cultural sector who are prepared to look critically at their work, challenge assumptions, and **develop rigorous strategies to address the most pressing challenges facing their organizations**, regions, and art forms at large.

Designed for individuals who have dedicated themselves to management, rather than artistic leadership, the program supports leaders in positions of decision-making authority in developing, implementing, and refining organizational strategies over a three-year, cohort-based engagement.

At the DeVos Institute, we believe that creative practice is an essential expression of the dignity, aspirations, and achievements of individuals, communities, and societies, and that pro-active support for creative practice as a platform for intercultural, and international, cooperation is required in a healthy global society. Led by Institute Founder, Michael M. Kaiser, and President, Brett Egan, the Fellowship is equally tactical and aspirational in exemplifying these beliefs. The program emphasizes **critical organizational capacities in long-term artistic planning, marketing, fundraising, board development, and financial management**; while provoking broader questions of mission, relevance, impact, and the role of art – and the dialogue it provokes – as an instrument of peace.



Individuals typically engage in the Fellowship at point of inflection in their career, where **an infusion of strategic training, mentorship, peer learning, and reflection** is necessary to advance both their work in the organization and their role as a leader in their field. Past Fellows have come from a range of backgrounds – many are founders and executive directors of their own organizations which they have grown to a point of maturity, while others are new or established leaders within iconic institutions or contemporary platforms. All Fellows share a deep commitment to the role of arts, culture, and creative practice in their respective societies and an inquisitiveness that drives them to **engage deeply in the immersive and collaborative environment**. On average, Fellows bring 10-20 years of professional experience to reflect upon.

Fellows attend a four-week residency in Washington, D.C. in July for three consecutive years and engage in mentoring and cohort-based activities between residencies. The program is provided free of charge through a competitive application process.

*"The experience is a candid and thought-provoking dialogue that pushes the boundaries of innovation and leaves you with a new level of confidence and purpose." – Paul Deckard, Managing Director, Opera Colorado (Denver, Colorado)*

# PROGRAM OVERVIEW



*"The program allowed me to conceptualize my day-to-day practice and create a coherent strategic plan for my organization, leveraging all the assets. The dialogue challenged and re-shaped my vision of arts management around the globe. The program is carefully designed to engage you in a process of new thinking."* – **Claudio Marcelo Kogon, Deputy Director, Suzanne Dellal Center for Center for Dance and Theater (Tel Aviv, Israel)**

*"The Fellowship has by far been the most impactful program of my professional life. I especially appreciate that the content of the fellowship curriculum is not only theoretical and inspiring, but also tactical and portable. I feel confident that I can go back to work and use what I've learned. I highly recommend the fellowship for 'restless' leaders seeking to take their arts organization's work to the next level."* – **DeAnna Cummings, Founder & Former CEO, Juxtaposition Arts (Minneapolis, Minnesota)**

*"The fellowship had a truly transformational effect on my perception of leadership. It pointed out the advantages of clarifying my mission as well as the crucial importance of strategic planning on the overall health of the organisation."* – **Martin Pošta, Founder and CEO, SIGNAL Festival (Prague, Czech Republic)**

## The Fellowship includes:

- Intensive, practical training in strategic planning, marketing, fundraising, board development, and finance
- Access to leaders of cultural institutions from throughout the United States, including site visits to select institutions
- Intensive, collaborative group work
- Ongoing mentoring, both during and between the month-long residencies

## The Fellowship is designed to be pursued through the context of each Fellow's current organization. As such, the opportunity is open to arts and cultural leaders who:

- Currently serve as the executive director (or equivalent) or the head of a major department within an arts or cultural organization in a paid, permanent capacity. While the program is equally impactful for leaders working in large and small organizations, the applicant's organization must have a minimum of three full-time staff members, five years of consistent programming history, and an operating budget of at least the equivalent of \$250,000 USD/€220,000 EUR;
- Have an excellent command of business English, orally and written; and
- Are able to commit to the full term of the Fellowship. (Washington D.C. residency dates are June 26 – July 21, 2023; July 1 – July 26, 2024; and June 30 – July 25, 2025.)

## The Fellowship is provided free of charge through a competitive application process. Successful applicants receive:

- Air and ground transportation between Washington, D.C. and their home residence
- Lodging during the Fellowship
- Per diem to cover living expenses during the Fellowship
- Visa sponsorship (for international applicants)
- Program materials

About

# THE DEVOS INSTITUTE



**The DeVos Institute of Arts Management at the University of Maryland** 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—even financial collapse.

These challenges inform our 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 programs are lean, direct, and practical.

The DeVos Institute has served more than 1,000 organizations from over 80 countries since 2001. While environments, objectives, and disciplines vary, each of our participants shares the desire to create, market, and sustain exemplary cultural programs.

The DeVos Institute has designed its programs to assist a wide range of institutions, from traditional performing and presenting organizations, museums, galleries, art schools, and libraries, to botanical gardens, glass-making studios, public art trusts, and nonprofit cinemas, to name a few.

The Institute was founded in 2001 at the John F. Kennedy Center for the Performing Arts in Washington, D.C. by President Michael M. Kaiser. In 2014, it transferred its operations to the University of Maryland, maintaining offices in Washington D.C. and partnering with the University on research and teaching initiatives serving thousands of students and practitioners worldwide.

*“This program is an invaluable opportunity to step out of your day to day responsibilities and focus on the big picture. I have been introduced to exciting, new ideas, and have also gained confidence in the experience and knowledge I have gained through working in the field over many years. The fantastic faculty coming into contact with the incredibly diverse array of international arts managers in my cohort is something I have never experienced elsewhere. They challenge and inspire me, and I learn from them every day.”*

**– Cayenne Harris, Vice President, Community Engagement  
University Musical Society (Ann Arbor, Michigan)**