
Services for Arts Schools

The DeVos Institute of Arts Management, a global leader in arts management training and consultation, and the Orange County School of the Arts, a national model for sustained excellence in arts training, have partnered to offer **a suite of services for arts schools in today's increasingly complex environment.**

These services are designed for organizations at all stages in the life cycle:

- Advanced-capacity institutions seeking a strategic “refresh” or visioning process to propel the organization to the next level of excellence;
- Those that know that “something’s not quite right” and that recalibration in several key areas is likely necessary;
- Those requiring immediate, comprehensive evaluation and an intensive level of support;
- New and emerging art schools seeking a planned, steady approach to building a strong foundation and maximizing opportunity; and
- Those undergoing a leadership succession at the executive, programmatic, or board levels, and that can benefit from short-term assistance in one or more key areas.

The Environment Today

A range of factors affect success for arts schools today:

- Boards must find and attract **school leadership** qualified to deliver a “trifecta” of results in non-profit, arts, and school management, and keep them at their productive best. At the same time, many schools lack a plan for recruitment and **succession**—whether foreseen or unexpected—at both the board and staff leadership levels.
 - In many schools, depressed **public funding** combined with lackluster **fundraising** has led to an unsustainable financial distress.
 - An ever-growing “family” of **private donors and supporters** is required to sustain today’s most vibrant schools. However, too many have failed to make the case for relevance within the greater community, including amongst their alumni. Rather than growing, many of our schools’ support networks are stagnant or dwindling. For this reason, effective **marketing** must move well beyond attracting the best students; it must communicate **impact** and **results** at the community- and field-wide levels.
 - With the adoption of the **Common Core Standards** in schools and school districts across the country, art educators are faced with the challenge of ensuring that arts education is recognized as an essential part of the core curriculum, and they must **convince decision makers** that **arts training provides critical skills** that prepare students for the 21st century.
 - At the same time, the **technology, materials, and facilities** required to sustain a world-class learning environment require ongoing investment. For many, the tension between annual operations and long-term capital improvement has required unsustainable sacrifices on both sides.
 - The resulting pressure on **boards**—to fundraise and advocate on behalf of increasingly fragile organizations—has left too many well-intentioned volunteers at a loss as to how to sustain their institutions year after year.
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“Since beginning the DeVos Institute capacity building program, Casita Maria has increased individual giving by 80 percent, raising over \$120,000 for the organization from individual donors; increased attendance for its public programming by 20 percent; doubled press coverage for its performing arts events and gallery exhibitions, including coverage on *The Today Show*, Univision, and Telemundo, and in *The New York Times* and the *NY Daily News*; and inaugurated an Alumni and Friends Association which now has over 200 members.”

*Casita Maria Center for Arts and Education,
Bronx, New York*

The DeVos Institute Response

The DeVos Institute of Arts Management, led by Chair **Michael M. Kaiser** and President **Brett E. Egan**, has provided advanced training for thousands of individuals, organizations, governments, and foundations throughout the United States and in more than 80 countries on six continents, including more than **50 arts education institutions and schools**. Led by experienced managers and field specialists, Institute services are designed from the executive’s point of view—lean, practical, and implementable. Like our clients, we have not a dollar or moment to waste.

In group or one-on-one settings, Institute support blends established best practices with cutting-edge technology, fundraising and marketing trends, to address challenges and opportunities at every stage of organizational development.

In support of arts schools, the Institute provides the following services:

- **The DeVos Institute Organizational Audit.** For the organization that knows that “something’s not quite right,” but can’t pinpoint the root cause, this introductory, short-term process is used to diagnose organizational fitness in key areas: programming, marketing, community engagement, alumni and student relations, staffing, board productivity, financial management, and donor development. This process results in a concise, comprehensive assessment of where the organization stands in relation to what is required for sustained excellence in today’s complex environment. *Timeframe: Approximately 2 months.*

- **The DeVos Institute Strategic Business Plan.** This full-service planning model integrates and builds on the audit process to provide a framework for solving entrenched challenges and leveraging organizational assets. For both stable organizations looking to ascend to the next level, as well as those facing urgent challenges, these plans include an internal and external analysis, strategy development, implementation planning, and a long-term financial plan. This process engages a broad cross-section of internal and external stakeholders to produce a comprehensive five-year plan for sustained excellence. *Timeframe: Approximately 6 months, plus implementation support as required.*
- **Executive, Senior Staff, and Board Leadership Coaching.** This one-on-one service provides principals, executives, and board leadership with tailored support in the implementation of short-term and long-term strategic objectives. An “insurance” policy for executives new to the field, the Institute and its leadership will stand by senior leadership during a period of transition, or work with veterans to conceive of and implement that next big “game change.” *Timeframe: Minimum 6 months, to follow an Organizational Audit or Business Planning process.*
- **Board and Staff Intensives.** This one-day, on-campus intensive provides staff and board leadership an in-depth look at the DeVos Institute *Cycle* method: a simple, potent, effective means of organizing staff and board leadership around the essential pillars of a sustainable organization. Following a morning discussion, the DeVos Institute moderator leads the assembled team through a short-form group-diagnostic to identify strengths and weaknesses in 12 key business planning areas.

“The process of implementing a strategic plan while also continuing normal operations has been an exciting—yet challenging—endeavor...Brett Egan’s insight has been invaluable—especially around best practices and building the family around new ideas and planning. The DeVos Institute’s keen insights are helpful in making sure that we have considered all angles.”

The Harlem School of the Arts, New York, NY

The DeVos Institute Team

Michael M. Kaiser, Chair

Senior Consultant

As President of the John F. Kennedy Center for the Performing Arts, Mr. Kaiser founded the DeVos Institute of Arts Management and launched Any Given Child, an initiative to create long-range arts education plans for students grades K-8 in cities throughout the country. Under Mr. Kaiser's leadership the Kennedy Center has run budget surpluses each year for the last 12 years, totaling more than \$70 million.

Brett E. Egan, President

Senior Consultant

Mr. Egan leads the Institute's team of consultants and teachers, supporting organizations and executives in every arts industry on a range of short- and long-term concerns, including strategic planning, artistic planning, marketing, human resource development, and fundraising. In 2010, Mr. Egan wrote the strategic plan that led to the historic turnaround of the Harlem School of the Arts. Since that time, Mr. Egan has advised dozens of arts schools and arts education centers nationwide.

Ralph S. Opacic Ed.D., Founder and Executive Director, Orange County School of the Arts

Associate Consultant

Dr. Opacic is founder and current executive director and president of the award-winning Orange County School of the Arts (OCSA). Under Dr. Opacic's leadership, the U.S. Department of Education and National Endowment for the Arts have identified OCSA as a model program. Dr. Opacic is a nationally recognized arts education administrator and recipient of the prestigious Jeffrey Lawrence Award from Arts Schools Network.

ABOUT THE DEVOS INSTITUTE OF ARTS MANAGEMENT

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. In September 2014, the DeVos Institute transferred its offices and activities to the University of Maryland. The move will enable the Institute to expand its global training and consulting programs, enhance its fellowships for North American and international arts managers within the context of a major educational institution, and create a Master's program that leverages both University and Institute resources.

ABOUT THE ORANGE COUNTY SCHOOL OF THE ARTS

The nationally recognized Orange County School of the Arts (OCSA) provides a creative, challenging and nurturing environment that offers bright and talented students unparalleled preparation for higher education and a profession in the arts. Established in 1987, the school currently serves nearly 2,000 students in grades 7-12 and is the only specialized arts program of its kind in the region to offer tuition-free academic and arts instruction to students from Orange, Los Angeles, Riverside, San Bernardino and San Diego counties. OCSA is ranked in the top three percent of all high schools in the State of California and among the top fifty in the nation. OCSA's total operating budget is \$21 million, of which the school's Foundation raises \$8 million annually. The school has more than 100 full-time employees, as well as more than 250 part-time artist teachers, guest artists and master teachers. Over the past fourteen years, the OCSA campus has expanded into 300,000 square feet in eight buildings spanning three city blocks in downtown Santa Ana. The school recently broke ground on a 60,000-square-foot, state-of-the-art Dance, Music and Science Center to be completed in August 2015, and has raised \$10 million toward its \$20 million Capital Campaign goal. For additional information, visit www.ocsarts.net.