



# INFORMATION SESSION

Thursday, October 3, 2024

CAPACITY BUILDING  
GRAND  
RAPIDS

# ABOUT THE PROGRAM

**Capacity Building: Grand Rapids** is a two-year technical assistance and strategic planning intensive for up to 15 arts and cultural organizations in Grand Rapids.

Launching in January 2025, it will:

- Provide six training intensives, five in-person and one virtual, for executive, artistic/programmatic, and board leadership
- Provide a three-part Board Intensive for executives, chairs, and other board leadership to accelerate support for the board-staff partnership and provide training for new and prospective board members
- Engage each participating organization in a strategic planning process that will result in a tailored, five-year strategic plan
- Provide six months of subsequent implementation support
- Include a Next Generation Leadership Development Fellowship for emerging leaders in Grand Rapids

The program aims to assist participants in achieving ambitious artistic planning, pragmatic financial planning, productive board engagement, and effective marketing practice.

It is fully underwritten by the Dick and Betsy DeVos Family Foundation and provided at no cost to participants.

# ABOUT THE PROGRAM

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

- Accredited museums (visual, historical, science, etc.);
- Presenting and producing companies (dance, theatre, music, opera, etc.);
- Community-based organizations;
- Social services organizations;
- Environmental and sustainability organizations;
- Arts education providers;
- Literary organizations;
- Arts advocacy organizations; and
- Other culture and social services institutions.

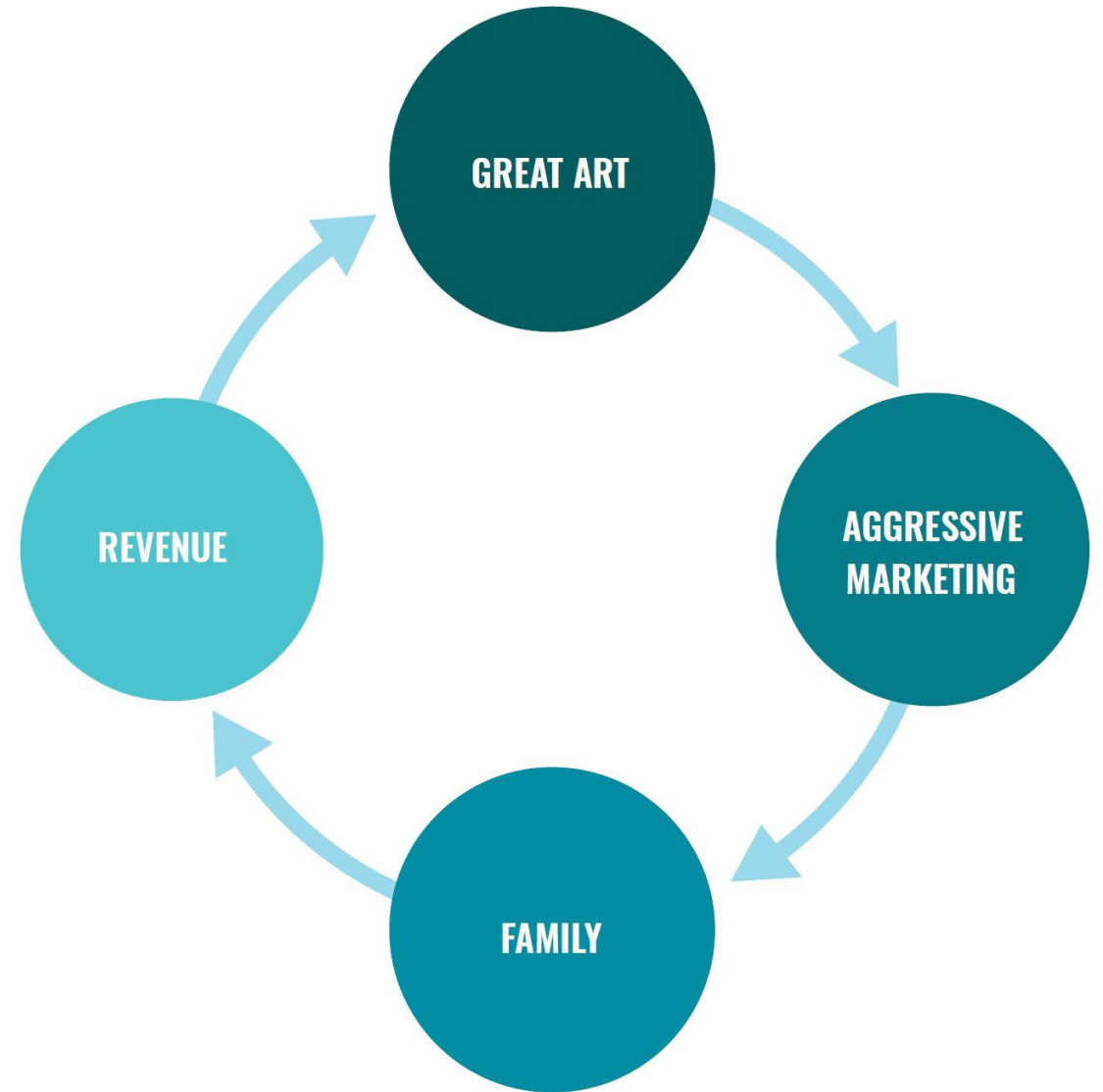


# THE CYCLE

Capacity Building: Grand Rapids is rooted in a simple, but comprehensive, theory of organizational activity that prioritizes four sequential functions:

1. The consistent production of bold, transformative art;
2. Aggressive marketing that creates demand for this art, and the institution behind it, attracting and exciting patrons;
3. Cultivation of a “family” of supporters—ticket-buyers, trustees, and volunteers—drawn by this art and marketing, and who wish to see the organization succeed; and
4. Fundraising that transforms the goodwill of this family into resources through contributions, volunteerism, and board service.

When this cycle repeats year after year, the organization incrementally and sustainably builds capacity, presence, and health.



# PROGRAM SCOPE

The program aims 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.

It offers support in the following areas:

- The Cycle and Long-Term Program Planning
- Institutional and Programmatic Marketing
- Fundraising and Revenue Diversification
- Board Development and Engagement
- Strategic Planning and Implementation

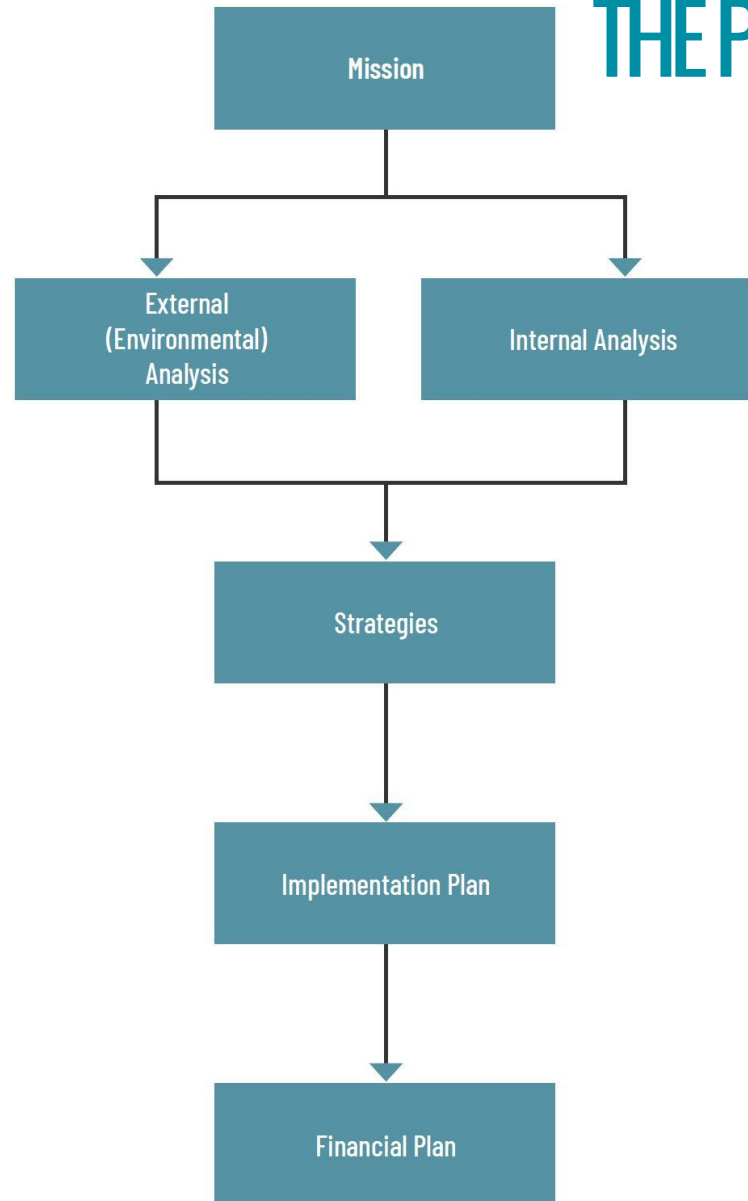


# PROGRAM COMPONENTS

<b>Group Intensives</b>	<b>Board Intensives</b>	<b>Strategic Planning</b>	<b>Implementation</b>
6 Total <ul style="list-style-type: none"><li>- In-person</li><li>- 1 Virtual</li></ul>	3 Total <ul style="list-style-type: none"><li>- 1 In-person</li><li>- 2 Virtual</li></ul>	6-9 Months per <ul style="list-style-type: none"><li>- In-person</li><li>- Virtual</li></ul>	6 Months per <ul style="list-style-type: none"><li>- Virtual</li></ul>
Executive, Artistic / Programmatic, and Board Leadership	Executives, Chairs, and Other Board Leadership	Planning Committee	Task Force or Implementation Group



# THE PLANNING PROCESS



Clear, Concise, Coherent,  
Comprehensive, Compelling

What are the factors required for  
success and how do we measure up?

How will we address gaps and  
leverage strengths?

Who will do what  
and when?

What resources will be required to  
execute these strategies?



# APPLICATION & SELECTION PROCESS





# APPLICATION

Consideration will be taken into account regarding each organization's goals, financial status, program plans, and commitment to the program.

An interview with key leadership, such as the Executive Director or Board Chair, may be requested with representatives from the DeVos Institute to further discuss their organization's commitment and potential fit within the program.

As a result, this process will prioritize assembling a cohort of dynamic, diverse arts and culture organizations.

The Capacity Building: Grand Rapids application is available online [HERE](#).

Applications will be due Friday, November 1.



# ELIGIBILITY

In addition to completing an online application, applicants will be asked to provide:

- 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 \$100K
- The previous year's audited financial statements
- A compelling rationale for involvement
- A signed commitment by executive, artistic, or board leadership (or equivalent)



# TIMELINE

## Capacity Building: Grand Rapids – Application Timeline

Tuesday, September 24	Program Announcement and Applications Available
Thursday, October 3	Online Information Session (recorded)
Thursday, November 1	Applications Due
November/December	Application Review and Interviews
Mid-December	Participant Notifications
Thursday, January 30	Intensive 1: The Cycle & Artistic Planning

For questions, please contact Marie Gossman Thomas at [CapacityBuilding@DeVosInstitute.net](mailto:CapacityBuilding@DeVosInstitute.net).



# NEXT GENERATION LEADERSHIP DEVELOPMENT FELLOWSHIP



# ABOUT THE 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.





# ABOUT THE FELLOWSHIP

Up to five Fellows, recognized for their leadership potential and commitment to driving meaningful impact, will be selected.

Fellows will:

- Participate in cohort intensives and board development intensives in a peer-to-peer setting; and
- Shadow a strategic planning process, gaining direct insight into the complexities of long-term planning and organizational leadership.

This opportunity is open to individuals in greater Grand Rapids and surrounding areas. Please consider members of your team who may be well suited to participate.

Applications are due Friday, November 1, and can be found [HERE](#).

# ARTS ECOLOGY STUDY



# ARTS ECOLOGY STUDY

In addition to the capacity building program, and the Next Generation Leadership Development Fellowship, the Institute will be conducting an Arts Ecology Study.

This is an in-depth research initiative is aimed at understanding and enhancing the ecosystem of the arts and culture community in greater Grand Rapids.

Over the next three months, our team will invite arts leaders, practitioners, stakeholders, and enthusiasts to contribute to this important work.

Representative studies have been completed by the Institute in Orlando, Memphis, Louisville, Portland, and St. Louis.







# ABOUT THE **ECOLOGY STUDY**

The Ecology Study will include an evaluation of:

- The arts education provided in area schools, and resources available to home-schooled children
- The strength and quality of convening and organizing entities in Grand Rapids
- The quality and financial capabilities of arts, culture, and humanities institutions
- The strength of governing boards
- The quality of artistic and administrative management
- The audience profiles of arts institutions
- The scope of arts institutions in the city
- The sources of funding available to institutions in the city
- The pool of available arts managers
- The pool of available board members
- The role of the area's universities in the arts, culture, and humanities sectors
- Accessibility to the arts for all segments of the community

Results will be shared with the community at large.



**QUESTIONS**

**CAPACITY BUILDING**  
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