Capacity Building: Michigan Lakeshore is a two-year technical assistance and strategic planning intensive for up to 15 arts and cultural organizations in Holland, Zeeland, Saugatuck, and Grand Haven, and surrounds.

Launching in Fall 2022, it will:
- Provide six in-person training intensives and monthly consultation for executive staffs and board leadership
- Engage each participating organization in a six-month strategic planning process that will result in a tailored, five-year strategic plan
- Provide six months of subsequent implementation support
- Host four roundtable discussions between program participants and local stewards of economic development

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.
**THE CYCLE**

*Capacity Building: Michigan Lakeshore* 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.
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 SCOPE

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

- Accredited museums (visual, historical, science, etc.);
- Presenting and producing companies (dance, theatre, music, opera, etc.);
- Community-based organizations;
- Arts education providers;
- Literary organizations;
- Arts advocacy organizations; and
- Other arts and culture institutions.
## PROGRAM COMPONENTS

<table>
<thead>
<tr>
<th>Group Intensives</th>
<th>Planning Prompts</th>
<th>Strategic Planning &amp; Implement’n</th>
<th>Tailored Consulting</th>
<th>Roundtables</th>
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<td>6 Total</td>
<td>5 Total</td>
<td>6 Months per</td>
<td>Monthly</td>
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<td>- One-on-one</td>
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Capacity Building: Michigan Lakeshore is made possible through the generosity of the Dick and Betsy DeVos Family Foundation.
PROGRAM COMPONENTS

- **Group Intensives**: a total of six virtual or in-person group intensives led by Chairman Michael M. Kaiser, President Brett Egan, and 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.

- **Planning Prompts**: a total of five practical planning prompts distributed to participants following the Intensives, and completed in consultation with an Institute advisor.

- **Strategic Planning**: a six-month planning process that will result in a tailored, five-year strategic plan for increased operational efficiency, plus six months of implementation support.

- **Consultations**: individualized, one-on-one consultation to assist as organizations develop and implement their strategic plans.

- **Economic Development Roundtables**: a total of four roundtables with local stewards to address the intersection of cultural activity and the region’s plans for economic development.

- **Time Commitment**: approximately 70 hours from each core participant – executive, artistic, and board leadership (or equivalent) – over the 2-year period.
THE STRATEGIC PLANNING PROCESS
Capacity Building: Michigan Lakeshore is made possible through the generosity of the Dick and Betsy DeVos Family Foundation.
Each organization will be asked to appoint a “Task Force” which will serve as our primary point of contact. This Task force typically includes:

- The executive, or equivalent
- Board Chair, or equivalent
- A scheduling point-of-contact

Its role is to:

- Participate in pre-planning activities
- Identify and coordinate a “Planning Committee”
- Participate in Planning Committee meetings
- Identify and coordinate an “Advisory Committee”
We will ask the Task Force to help identify a Planning Committee of staff and board members who will regularly participate in the planning process.

Their role is to:

- Attend all planning meetings
- Contribute actively to the planning process through the provision of necessary materials, the development of strategy, and the socialization of planning materials to other relevant staff and board members

The time commitment for Planning Committee Members is approximately 15-20 hours over six months.
We will ask the Task Force to help identify an Advisory Committee of approximately 15 individuals that represent a diverse cross-section of their constituency.

These may include:

- Program participants or alumni
- Community leadership
- Funders and donors
- Board members not on the Planning Committee
- Peers in the field

These individuals will be surveyed during the environmental and internal analyses.
APPLICATION AND SELECTION PROCESS
Successful applicants will be selected through a broad-based process that assesses goals, financial status, artistic plans, and commitment to the program.

The Capacity Building: Michigan Lakeshore application is available online HERE.

Applications will be due Friday, July 29.

The DeVos Institute and the Dick and Betsy DeVos Family Foundation will prioritize assembling a cohort of dynamic, diverse arts organizations committed to building capacity through the program.
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)
- The previous year’s audited financial statements
- A compelling rationale for involvement
- A signed commitment by executive, artistic, or board leadership (or equivalent)
### TIMELINE

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>Oct. 14, 2022</td>
<td>Intensive 2: Maximizing Board Productivity</td>
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<td>Nov. 11, 2022</td>
<td>Intensive 3: Institutional &amp; Programmatic Marketing</td>
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<td>Dec. 8, 2022</td>
<td>Intensive 4: Fundraising &amp; Revenue Diversification</td>
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<td>Jan. 27, 2023</td>
<td>Intensive 5: Strategic Planning</td>
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<td>May 22, 2023</td>
<td>Economic Roundtable 1</td>
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<td>June 29, 2023</td>
<td>Economic Roundtable 2</td>
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<td>Sept. 12, 2023</td>
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<td>Nov. 14, 2023</td>
<td>Economic Roundtable 4</td>
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<td>July 11, 2024</td>
<td>Intensive 6: Capstone</td>
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