



Capacity Building: Grand Rapids

Capacity Building: Grand Rapids is a partnership between the Dick and Betsy DeVos Family Foundation and the DeVos Institute of Arts Management at the Kennedy Center.



The Institute utilizes the expertise of the Center's leadership to deliver wide-ranging programs that **support arts managers, board members, and their organizations**

The Capacity Building Program focuses on

strategic planning
board development
marketing
fundraising
and artistic planning

To help support exciting programming, functional boards, effective marketing, and financial health.

Michael M. Kaiser

President, John F. Kennedy Center for the Performing Arts

DeVos Institute
OF ARTS MANAGEMENT
at the Kennedy Center



Photo by Ilan Mizrahi

“ The Program works because we sense Michael’s genuine respect and interest in helping us achieve our goals (...)

The advice he gave was simple, clear, meaningful, and manageable, and we always came away invigorated and with much more perspective on our programs.”

-Dian Dong, Associate Director, Chen Dance Center

The Capacity Building Program

Overview



The DeVos Institute of Arts Management has provided free training and technical support for executive, artistic and board leadership of arts organizations worldwide. Since 2002, these programs have served:

- 283 small-to-mid-sized institutions in **New York City**
- 74 organizations in the **Washington, D.C.** metro area
- 36 institutions in the **Midwest** region
- 40 **culturally specific** performing arts organizations, including those specializing in African American, Latino, Asian American and Native American arts
- 10 organizations in select cities across the United States in partnership with the **Ford Foundation**
- Arts managers, governments, and performing arts leadership in **several countries**, such as Argentina, China, Egypt, the Palestinian Territories, South Africa, the Czech Republic, Romania, Mexico, and Israel.

Arts Management Institute Programs



- Arts in Crisis
- Not-for-Profit Board Seminars (October 3-5, 2010)
- Kennedy Center Fellowships
- Summer International Fellowships
- ArtsManager.org
- Cultural Visitors Programs
- Capacity Building Programs

Capacity Building: Grand Rapids



- Starts **November 19, 2010**, lasts for approximately 18 months.
- The program is **free of charge** to participants.
- Participation is determined through a competitive **application process**.

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Capacity Building: Grand Rapids Program Components



- **6 half-day symposia:** led by Kennedy Center President Michael M. Kaiser and DeVos Institute faculty
- **Periodic web-chats:** cover subjects of key concern, continue and deepen dialogue on specific subjects
- **Consultative services:** by phone, email, or in-person, and available by request from the organization to address specific issue areas

“ Meeting in person and through (...) online chats, tackling subjects one at a time, revisiting and reviewing key principles, sharing, comparing, making a habit of strategic thinking and effective arts management – this is what we do with the KC Cohort. And it has effectively enhanced our individual and collective capacities to think and do good theater business.”

- Arnaldo Lopez, Development Officer, Teatro Pregones

Capacity Building: Grand Rapids Tentative Schedule



19 November 2010

Seminar #1: Introduction

January 2011

Seminar #2: Fundraising

March 2011

Seminar #3: Marketing

Fall 2011

Seminar #4: Strategic Planning

January 2012

Seminar #5: Planning a Season

April 2012

Seminar #6: Board Development

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Seminar Agenda Overview



Seminar 1: Introduction

- Introduction: Why is it so hard to run an arts organization today and how will this program address those difficulties?
- Artistic Planning
- Creating Institutional Visibility

Seminar 2: Programmatic Marketing

- Introduction: Marketing in the Economic Downturn
- New Marketing Initiatives
- Creative Strategies in the Arts
- Marketing Design on a Limited Budget

Seminar 3: Fundraising

- Fundraising Overview
- Annual Giving
- Major Gifts
- Institutional Giving
- Memberships

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Seminar Agenda Overview



Seminar 4: Strategic Planning

- Introduction to Planning
- Mission
- Environmental Analysis
- Internal Analysis
- Implementation Plan

Seminar 5: Planning a Season

- Programming
- Marketing
- Fundraising

Seminar 6: Board Development

- Building & Maintaining a Productive Board
- Artistic Planning & Building Institutional Identity: How Visibility Supports Mission
- Inside Marketing Campaigns: Primer for Board Members
- Effective Fundraising: How to Support the Arts

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Eligibility Criteria



The competitive application process will identify up to 50 arts organizations within the Grand Rapids, Muskegon, Holland, and Grand Haven areas (and possibly beyond if there is space). The following guidelines will determine eligibility:

- Participants must be not for profit, 501(c)3 organizations.
- Organizations should have an annual operating budget of between \$100,000 and \$5 million. (Organizations outside this budget range may be considered at the discretion of the program's management).
- Organizations must have full time staff and a functional Board of Directors.
- The Chief Executive must attend all program activities. Participation by the Board Chair or other senior Board member will be expected throughout the program. Participation of the chief artistic administrator is expected at the first seminar, but is not required at subsequent sessions.

How to Apply



Apply online at www.ArtsManager.org/grand.rapids

Application opens: **August 10, 2010**

Application closes: **September 27, 2010**

Questions: capacitybuildinggrandrapids@kennedy-center.org