Opportunities for University of Maryland Students and Faculty – Fall 2015

Dear Colleagues,

We are pleased to share the following DeVos Institute opportunities available for students and faculty in Fall 2015.

1. Introduction to the Cycle – Lecture and Discussion Series
2. Research – Resources available from Diversity in the Arts
3. Research – Upcoming Initiative, Technology in the Arts
4. Internship Opportunities for Current Students and Recent Graduates

We would be pleased to personally answer any questions you may have as well as notify you when additional details are available for specific projects of interest. I can be reached at sgunning@umd.edu or 301-314-0958.

More information and resources on the Institute’s work can be found on our website at www.DeVosInstitute.umd.edu.

Sincerely,

Syrah Gunning
Director, Training, Research, and Development
DeVos Institute of Arts Management at the University of Maryland

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Introduction to the Cycle – Lecture and Discussion Series

The Cycle is a theory of organizational activity that prioritizes investment in great art. The Cycle serves as the fundamental framework of the DeVos Institute’s training for arts managers and their boards.

The DeVos Institute of Arts Management and The Clarice Smith Performing Arts Center will be hosting a four session lecture and discussion series to introduce the principles of the Cycle and to learn about arts management through the lens of the Clarice. All sessions will be led by DeVos Institute and Clarice Leadership and will be held at The Clarice Smith Performing Arts Center. The series is designed for participants to attend all four sessions. Lunch will be provided.

Registration for this series will be available in mid-August. Please contact Syrah Gunning at sgunning@umd.edu to be notified when registration is available.

Program Dates (subject to change)

- Monday, September 28, 2015
- October 2015, TBD
- November 2015, TBD
- Tuesday, December 2, 2015

*Sessions will be held between 12pm and 3pm to avoid conflicts with late afternoon and early evening rehearsals, where possible. Lunch will be provided.

The Cycle

Regardless of art form, geography, or size, thriving arts organizations hold several core characteristics in common:

- Their programming is bold, mission-driven, and balanced;
- They aggressively market that programming, as well as the institution behind it;
- The resulting visibility produces a swell of interest and enthusiasm among a “family” of ticket-buyers, students, board members, donors, funders, and volunteers;
They make it easy and enjoyable for that family to get more involved—to contribute money, time, or connections; and
They reinvest revenue produced by that family in even bolder programming that, when marketed well, entices an ever-larger, more diverse, generous, and connected family.

When this repeats year after year, all stakeholders—staff, board, and family—sense they are part of a strong, successful enterprise, and they grow more generous and productive. Their organizations grow incrementally, donor by donor, and slowly build and maintain artistic and financial health.

The DeVos Institute sees this cycle in successful organizations of all types and sizes, urban and rural, and in the United States and abroad. Institute leadership and staff see it not only in performing and presenting organizations, but also in museums, arts schools, and other nonprofit endeavors like service organizations, historical societies, public libraries, university programs, advocacy organizations, botanical gardens, and zoos.

Indeed, any nonprofit organization that must fundraise to support its work can benefit from these principles.

Research

With its move to the University of Maryland in September 2014, the DeVos Institute has undertaken a multi-year partnership with faculty, administrators, and students to stage substantial studies of the most serious challenges and opportunities facing the cultural sector today.

Each year, the Institute will facilitate one research-oriented exploration into a major issue or environmental shift affecting the sector.

These annual initiatives will consist of public symposia and consortia, debates, online exchange, performances and exhibitions, special projects, and research to benefit arts managers, artists, academics, foundations, universities, and the field at large.

Each inquiry will engage a broad cross-section of thought leaders, including those working in cultural studies, the arts, policy, community development, philanthropy, technology, and economics. A robust exchange—in person, online, and through artistic practice—will culminate in a publication containing research to benefit the field and containing practical solutions for arts managers and their boards.

Diversity in the Arts – Resources Available

In February, 2015, the Institute launched its first initiative, working with the topic of diversity in the arts, investigating the challenges facing organizations of color operating in the United States today, with a specific focus on African American and Latino theatre companies, dance companies, and museums.

In March and April 2015, the Institute hosted three public symposia at the University of Maryland featuring pioneers and current leaders from the field to discuss the history, current challenges, and future
of these important organizations.

The video of the first panel discussions is available as a resource for students and faculty here:

- **Legends in the Field**—Thursday, March 10, 2015

The videos of the second and third panel discussions are available upon request. Please contact Syrah Gunning at sgunning@umd.edu for the login information. To receive the link to the videos.

A white paper on this topic will be issued in Fall 2015. Please contact Syrah Gunning at sgunning@umd.edu to be notified when the white paper is available.

**Technology in in the Arts – Upcoming**

*Technology_Artist_Audience:*

*Disruption_Dystopia_Departure*

In early 2016, the Institute will launch its second year-long inquiry investigating the collision of technology, artist, and audience from three angles:

1. **The effect of technology on creative practice:** how artists are using, or not, new technologies in their work today, and the implications in these choices.
2. **The effects of technology on distribution and consumption:** How artists and producers are using technology to change the means, location, and nature in which their work is conveyed to, and consumed by, audiences.
3. **The effects of technology on administration:** How organizations are using technology to change the way they manage and market their work.

The Institute is currently in the early planning stages of this project. Students who are interested in supporting this project are encouraged to apply to the Institute’s Research Internship in Fall 2015 and Spring 2016.

For questions, please contact Syrah Gunning, Director of Training, Research, and Development, at sgunning@umd.edu or 301-314-0958.
Internship Opportunities

Hands-on Experience for Aspiring Arts Management Professionals

Program Dates:

Fall 2015:
Program Dates: September—December 2015
Application Deadline: Accepted on a rolling basis

Spring 2016:
Program Dates: January—May 2016
Application Deadline: Early December 2015

Full-time and part-time opportunities available.

Interning with the DeVos Institute
As a leading provider of arts management training worldwide, the DeVos Institute and its leadership offer valuable, hands-on experience for aspiring arts managers. Interns gain practical skills in event management, research, evaluation, reporting, and business communications by supporting the Institute’s domestic and international training programs and consulting engagements for over 800 arts organizations around the globe. Interns also gain an expansive understanding of the arts industry by working with a wide range of arts and cultural organizations and industry professionals who serve as Institute advisors.

Internships are full-time (40 hours per week) or part-time (15-30 hours per week) unpaid opportunities that are intended to complement a student’s academic program of study, during or shortly following an undergraduate or graduate program. Interns have the opportunity to attend special events, including presentations with domestic and international delegations that visit the Institute.

Applicants must be currently enrolled sophomores, juniors, or seniors in undergraduate programs, Master’s candidates, or have completed a degree within the past two years. Internships may be completed for academic credit through the Intern’s current college or university.

How to Apply:
Please send a brief cover letter and resume to Syrah Gunning at sgunning@umd.edu. Please note the term and the appropriate number of hours per week you are applying for. Following the application deadlines, applications will be accepted on a rolling basis until positions are filled.

To apply, please send a brief cover letter and resume to Syrah Gunning at sgunning@umd.edu.
Available Internship Positions

DeVos Institute Interns should be expert problem solvers, comfortable working in a fast-paced environment, comfortable using Microsoft Excel, and have strong writing and analytic skills. The Institute seeks applicants for the following positions:

**Program Management**
The DeVos Institute’s Capacity Building programs provide training and support for executive, artistic, and board leadership in arts communities’ worldwide including cities such as Boston, Chicago, Detroit, Grand Rapids, Los Angeles, Miami, San Francisco, and San José, and internationally in Ireland, Croatia, Trinidad and Tobago, England, and Vietnam. In each city, these two-year programs provide tailored assistance to a cohort of 10-60 organizations through seminars, online master classes, and one-on-one consultations. Program Management Interns gain valuable experience in event planning, vendor coordination, travel management, and program management, both through in person and online activities. These positions are ideal for individuals interested in event management, hospitality and tourism, and program management.

**Consulting**
Consulting Interns support the DeVos Institute’s engagements with both domestic and international arts organizations through research, data analysis, planning, content drafting, and travel management. Consulting projects differ per client and include a wide array of practical research such as financial analysis, industry research on comparable organizations, event management, affinity marketing, and prospecting research. These positions are ideal for candidates with broad interest in arts management and the trends facing arts organizations.

**Research and Development**
The Research and Development Intern will support the Director of Training, Research, and Development in an array of projects related to producing and evaluating the Institute’s programs. Interns gain experience researching macro-level trends in the field at large, summarizing program evaluation data, tracking participants’ success stories, and maintaining a library of content. The Intern will also support the Institute’s research initiatives, a series of high-level forums exploring the greatest challenges facing the arts industry today. These positions provide challenging projects for both undergraduate and graduate level students with an interest in research and analysis, non-profit management, and evaluation.

“My internship at DeVos Institute of Arts Management provided me with priceless, valuable lessons that I otherwise would not have learned in the classroom. Interns are treated as the members of the team and given tasks that matter, allowing you to get real “hands-on” experience. Thank you very much for a wonderful and priceless semester, DeVos Institute!”

Adriel Tjokrosaputro
Music Business/Management Student
Berklee College of Music—Boston, MA
DeVos Institute Intern, Spring 2014

To apply, please send a brief cover letter and resume to Syrah Gunning at sgunning@umd.edu.
The DeVos Institute of Arts Management

The DeVos Institute 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 challenges continue to accelerate.

Organizations that have mastered these trends are flourishing—even leveraging them to their advantage.

For those which 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 the Institute’s 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 services are lean, direct, and practical.

Since its founding in 2001, the Institute has served over 1,000 institutions from over 80 countries. While environments, objectives, and disciplines vary, each of these clients share the desire to create, market, and sustain exemplary cultural programs.

As such, the Institute has designed its services to assist a wide range of institutions, from traditional performing and presenting organizations, museums and galleries, arts schools and libraries, to botanical gardens, glass-making studios, public art trusts, and non-profit cinemas, to name a few.

It offers support to individuals, organizations, and—in collaboration with foundations and governments—to communities of organizations throughout the world.

The DeVos Institute transferred its activities and offices from the John F. Kennedy Center for the Performing Arts to the University of Maryland in September 2014. The move enables 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.

For more information about the DeVos Institute, please visit www.DeVosInstitute.umd.edu
DEVOS INSTITUTE PROGRAMS INCLUDE:

Global Training Programs

Capacity Building Programs
The Institute’s Capacity Building Programs provide in-depth training and consultation to a cohort of arts organizations in a given city or region. They combine in-person group training, web-based master classes, and one-on-one, on-site consultation with each participating organization.

Subjects are tailored to the needs of each cohort and include:
- Artistic Planning
- Programmatic and Institutional Marketing
- Fundraising
- Board Development
- Financial and Strategic Planning
- Technology Management
- Audience Development and Outreach

To date, Capacity Building Programs have been mounted in New York City, Miami, Orlando, Grand Rapids, Detroit, Chicago, and Portland. An international version of the program has been offered in Ireland, Croatia, England, and Vietnam.

Board Seminars
The Institute also hosts an annual, two-day Board Development Intensive in Washington, D.C., for board members and senior executives.

Topics include:
- Recruiting and managing board members
- Achieving fundraising success
- Maximizing the staff-board relationship
- Creating institutional image and impact
- Financial planning
- Developing and supporting effective marketing campaigns
- Hiring an executive director

Board Development Intensives are also offered in cities in partnership with local governments and foundations. These seminars serve up to 40 local organizations for a two-day discussion localized for the immediate environment.


Consulting Services

The Institute offers a range of consulting services tailored to the needs of each client. Recent representative clients include:
- Alaska Native Heritage Center
- ArtPrize, Grand Rapids
- Ballet San Jose
- City of Philadelphia Mural Arts Program
- DuSable Museum, Chicago
- El Museo del Barrio, New York
- Fort Worth Symphony Orchestra
- Harlem School of the Arts
- Kansas City Friends of Alvin Ailey
- Miami City Ballet
- Museum of Contemporary Art, North Miami
- National Black Arts Festival, Atlanta
- National YoungArts Foundation, Miami
- Columbia Film Society/The Nickelodeon Theatre, Columbia
- Park Avenue Armory
- Pennsylvania Ballet
- Penumbra Theatre, Minneapolis
- Royal Opera House, Oman
- Texas Ballet Theater

Strategic Planning
The Institute’s core service provides in-depth, comprehensive, implementable strategic plans. These plans assist organizations in crisis, those considering growth, and those facing changes to their environments.

Each plan includes:
- A thorough review of the organization’s mission;
- An environmental analysis that evaluates the relevant field and determines what is required for success, today and in the future;
• An internal analysis that determines how the organization compares, at present, to what is required for success, as defined by the environment;
• Detailed strategies that position the organization to overcome its weaknesses and exploit its strengths;
• An implementation plan that outlines tactics required to execute each strategy, assigning responsibility for each, and a deadline for their completion; and
• A financial plan that projects financial performance based on the strategies.

To augment the benefits of planning, the Institute provides implementation support to assist staff and board members as they begin to execute key strategies.

Private Intensives for Individual Organizations
The Institute offers short- and long-term training, planning, and evaluation intensives for board-staff teams focused on:
• Launching the strategic planning process
• Reviewing/updating a current strategic plan or organizational mission
• Establishing/reviewing board and staff roles and responsibilities
• Crisis management
• Department-specific training (in Fundraising and Marketing)

Organizational Evaluation
The Institute offers organizational audits in the following areas:
• Total organizational performance
• Board structure and performance
• Financial structure and performance
• Marketing operations
• Fundraising operations

Other Planning and Implementation Services
The Institute also offers “business unit” planning and implementation support in the following areas:
• Capital campaigns
• Endowments
• Programmatic and Institutional Marketing
• Pricing
• Planning, operating, and sustaining new cultural institutions
• Season and program design

Fellowships
The Institute offers two, three-year Fellowship programs: one for North American arts managers and a second for arts executives from abroad. Both are offered free-of-charge to participants, who are selected through a competitive application process. Participants attend a four-week Fellowship in residence at the University of Maryland each spring for three consecutive years.

Fellowships include:
• Intensive academic training in non-profit management, finance, planning, fundraising, evaluation, and marketing;
• Hands-on work rotations in a performing or visual arts institution;
• Intensive collaborative group work; and
• Ongoing personalized mentoring, both during and between the month-long residencies.

Arts Management Texts
Institute publications offer practical guidance on a range of arts management subjects.
• The Cycle: A Practical Approach to Managing Arts Organizations, by Michael M. Kaiser with Brett E. Egan. This volume describes the Institute’s approach to managing sustainable arts organizations through a series of practical examples, illustrations, evaluation templates, and planning tools. (English. Short-form versions are available in English, Arabic, Croatian, Czech, Mandarin, Portuguese, Russian, Spanish, Ukrainian, and Vietnamese.)
• The Art of the Turnaround: Creating and Maintaining Healthy Arts Organizations, by Michael M. Kaiser. This distillation of best practices learned through Kaiser’s nearly three decades of work with troubled cultural organizations provides a practical framework for any manager or board member facing—or planning to avoid—a turnaround. (English)
• Leading Roles: 50 Questions Every Arts Board Should Ask by Michael M. Kaiser. A need-to-know primer in board governance for arts trustees worldwide. (English)